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Sales Management

The Weekly Magazine for Marketing Executives



William A. Blees, vice-president in charge of sales, Oakland Motor Car Company, explains the new Oakland-Pontiac advertising policy on page 186.

What Specialty Selling Did for an Engineering Product

"Hello, Sucker!"

The third in a series of articles exposing advertising rackets

THE PRESS
AS USUAL

ST in Pittsburgh in 1930

Total Advertising
Sunday Advertising
Daily Advertising

During 1930, The Press maintained its consistent leadership despite the fact that 9 large stores withdrew their advertising from The Press in January and February during a discussion regarding the principles of rate-making.

Figures by Media Records, exclusive of linage in national magazine distributed with other Sunday paper.

Sun-Telegraph
Sunday Only
3,589,431 Lines.
THE PRESS
Sunday Only
-4,461,842 Lines

ing Only
310 Lines

Sun-Telegraph

Evening Only
13,576,321 Lines

Post-Cazette

Merning Only
8,658,310 Lines

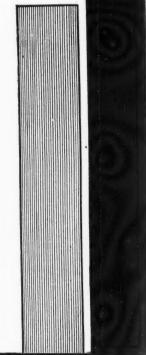
THE PRESS

17,015,403 Lines

THE PRESS
Evening and Sunday
21,477,245 Lines

Sun-Telegraph

Evening and Sunda



The Pittsburgh Press

A Scripps · Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS.HOWARD
NEWSPAPERS
230 PARK AVENUE, N. Y. C.



MEMBER OF THE UNITED PRESS · · · OF THE AUDIT BUREAU OF CIRCULATIONS and of MEDIA RECORDS, INC.

CHICAGO . SAN FRANCISCO . LOS ANGELES . DALLAS . DETROIT . PHILADELPHIA . BUFFALO . ATLANTA

Hang your plans for the future on facts

AN OPEN LETTER TO THE SOBER-HEADED BUSINESS MEN,
MANUFACTURERS, AND ADVERTISING EXECUTIVES
OF AMERICA. SECOND LETTER OF A SERIES

Check this statement in 1932



The Literary Digest believes in facing the facts. Its editorial and advertising policies have always been planned on that safe principle. Its own problems for 1931 and 1932 and every year thereafter will be studied and solved the same way.

Now, more than ever, those businesses that base their decisions on something more than ambition and hope and enthusiasm and wishing-rings will march the highroads of success. This is a time for deep thought and accurate action . . . for reasonable advance whenever and wherever the facts may lead.

For many years, The Literary Digest has been recognized as the sounding board of American opinion. Its pre-election poll, its prohibition poll and its radio news broadcasts have been part of the nation's working information, part of its fund of facts by which conclusions are drawn and actions decided. Week in and week out, the advertising pages bring steady, significant returns

—marking the true national reaction to any product or service.

Now the Digest advises all good business men to hang this year's advertising plans on facts ... on facts like these:

Digest readers form a great public of prosperous, progressive

The Literary Digest has shown that quality circulation does not necessarily come in small packages. By selecting its circulation from homes with telephones, it has grouped more than a million alert and active American families—proved responsive to advertising because their subscriptions were secured by advertising.

Over 70% of its readers are executives, owners of businesses or professional people. The Digest reaches 37% of all families with incomes of \$10,000 and up. Its list of subscribers is a roster of ready buyers in the upper income brackets.

For 1931, advertisers buy a guaranteed average circulation of 1,400,000 preferred prospects.

families — intelligent, alert buyers of everything — people of steady income and sound, increasing standards.

The stability of this magazine and of its readers is evident from the fact that the Digest's regular public contacts will be continued, on an even larger scale in 1931.

Readers of the Digest are not cutting their purchases of this "basic commodity." The Digest has the largest magazine subscription revenue in the world.

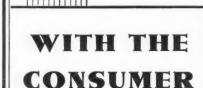
The fact that practically all Digest subscribers buy for one year only and pay the full price — plus the fact that the Digest's success has constantly increased — shows that these people are able and willing to Buy Now.

To the advertisers of 1931, The Literary Digest offers a guaranteed circulation of 1,400,000 constant readers . . . living decently and comfortably and well . . . good customers this year and next year, and every year. Tell your story to these responsible people, whose favor and friendship mean prosperity for your product.

* The Literary Digest *

SOUNDING BOARD OF AMERICAN OPINION

"The Literary Digest is known to students of the publication industry as the sounding board of American opinion more than any other single periodical in the history of the nation. Its finger laid on the pulse of the people has registered time and again the one sure index to the state of the nation as a whole."



IN THE

SADDLE

Most selling mechanisms were developed in easy times and in a seller's market. Now conditions are quite the reverse. Today the consumer sits in the saddle and knows he is going to stay there.

Some sales machines need scrapping, others need adjusting and speeding up.

Bigelow, Kent, Willard & Company are experienced in developing power from sales motors.

Without obligating you in any way we shall be glad to outline our Service and present credentials of our experience.

BIGELOW, KENT, WILLARD AND CO., INC.

Consulting Engineers and Accountants— Merchandising Counselors

PARK SQUARE BUILDING
B O S T O N



Survey of Surveys

BY WALTER MANN

A. N. A. 1930 Budget Study

An extremely capable and comprehensive ninety-eight page, red-covered report containing a statistical analysis of the 1929 and 1930 budgets of 506 national advertisers, divided into twenty-two product groups, has just been issued by the Association of National Advertisers, Inc., New York

Magazine men will rub their hands gleefully when they see the industry by industry charts in this latest A.N.A. study, "The Advertising Budget," which show the percentage of appropriation devoted to various types of media. But when it comes to number of advertisers using a given type of medium, direct mail, dealer helps, trade papers, newspapers, etc., then begin to have their inning.

The report covers such subjects as the relationship of the advertising budget to sales volume, the breakdown of the budget according to magazines, newspapers, direct mail, radio and other forms of advertising, administrative overhead expenses of the advertising department, advertising production costs and the basis upon which the advertising budget is determined.

advertising budget is determined.

William A. Hart, director of advertising, E. I. du Pont de Nemours & Company, Inc., is chairman of the A. N. A. committee in charge of the study. Other members are: Robert V. Beucus, Jergens-Woodbury Sales Corporation; A. N. Cook, Bigelow-Sanford Carpet Company, Inc.; C. L. Forgey, Berry Brothers, Inc.; C. C. Gray, B. F. Sturtevant Company; Harold W. Harney, Dennison Manufacturing Company; Shelby C. Jones, James S. Kirk & Company; J. N. McDonald, Anaconda Copper Mining Company; C. D. Proctor, Remington Rand Business Service, Inc.; and R. L. Twitchell, Carnegie Steel Company.

The report divides the various industries into twenty-two business classifications and shows in percentage figures the relationship of the advertising budget to the total sales volume of the products advertised, as reported by the companies in each industry. These business classifications are: agricultural equipment and supplies; automotive building materials, construction; chemical and allied manufacturing; clothing, drugs and toilet articles; electrical and radio; financial and insurance; food; furniture; hardware, household equipment other than electrical; industrial; jewelry and silverware; leather and shoes; metal, machinery, etc.; office equipment and supplies; paints and varnishes; paper and paper products; textiles; travel and transportation; and "not classified." As usual, drugs and toilet articles are well in the lead in percentage of advertising expenditure to sales volume, although the lead this year seems to be shrinking somewhat.

Breakdown of the Advertising Budget

A series of charts, one for each business classification, are presented in the report as a means of showing in graphic form

the percentage of the appropriation expended in each type of advertising medium. In addition to the "typical" per cent of the appropriation spent in each medium, the charts illustrate in an adroit way the "most significant range" of percentages for each medium used.

The various advertising mediums are classified as follows: magazines, newspapers, radio broadcasting, direct mail, trade papers, industrial publications, outdoor advertising, car cards, dealer helps and displays, premiums, house organs, sales and service literature, conventions and exhibits, motion pictures, price lists and internal publications, publicity, free goods and miscellaneous.

Overhead expenses of maintaining the advertising department, such as salaries, traveling expenses, rent and office supplies, are presented in the report for each business classification in terms of their relationship to the total advertising appropria-

Included also are advertising production costs, such as art work, drawings, photographs, engravings and other "mechanical" costs that enter into the preparation of the advertising.

Trends in Advertising

Interesting trends in the use of different advertising mediums are brought out in a comparative analysis of the 1930 advertising budgets with the budgets for 1929.

ing budgets with the budgets for 1929.

For example, out of 140 companies using radio as an advertising medium, 50 per cent of these companies increased the expenditure in radio advertising in 1930 over 1929 as compared with 24 per cent that reduced or discontinued the radio expenditure during the same period. The remaining 26 per cent maintained the same radio appropriation in 1930 as they did in 1929.

Another tabulation in which the various advertising mediums are ranked in order according to the total number of users, without regard to the amount of money expended, indicates that in actual numbers more companies use direct mail advertising than any other medium. Magazines come next, followed by dealer helps and displays trade papers newspapers, etc.

plays, trade papers, newspapers, etc.

The final section of the report, in which are summarized the various ways and means used to determine the amount of the advertising appropriation, indicates that the majority of companies determined their 1930 advertising appropriation on a "percentage of sales" basis. A tabulation for each business classification shows the number of companies that used as a basis a percentage of sales for 1929, a percentage of estimated sales for 1930, a combination of 1929 sales and 1930 estimated sales, the estimated amount needed for an adequate campaign and various "other methods" as listed in the report.

An excellently executed piece of constructive research for which the A. N. A. committee and its secretary, Paul Atwood, are to be highly congratulated.

VOL. XXV. No. 5 January 31, 1931

Published Every

Saturday

Sales Management

Publication Office: 420 Lexington Ave. New York. Phone Mohawk 4-1760

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Curtiss-Wright Flying Service Photo by

Flying Service

EDITOR, SALES MANAGEMENT:
Your section on spendable money income in the Markets and Media Reference. Number has proved valuable at various times during the year.

With the rapid growth of suburban communities, a condition which is gradually shifting part of the demand for general products from the cities to outlying small towns, I wonder if you could add to your already valuable section a listing of the ten or infeen largest cities, together with suburbs and their relative importance from the standpoint of spendable money income.—L. M. Rudolph, Sales Statistician, Winthop Chemical Company, Inc.

Believing that many other subscribers have need for the same type of information, the editors of SALES MANAGEMENT have prepared a series of population studies covering the country's principal marketing centers. The first one, covering New York City, appears in this issue. The next will cover Chicago.

IN this issue SALES MANAGEMENT presents an exclusive story on the campaign through which the B. F. Sturtevant Company successfully launched its first specialty product during a depression. This concern was founded by B. F. Sturtevant in 1864; at that time Mr. Sturtevant was a cobbler. In those days shoes were put together with wooden pegs. Mr. Surtevant invented a machine which stripped wood in such a way as to make a ribbon and from the ribbon made the pegs and drove them into the shoes. Because the machine created a disturbing amount of dust in the factory he next developed a centrifugal fan of the exhauster type to suck up the dust and connected it with the pegging machine. This started the fan and blower industry. The latest development in the Sturtevant business is presented in the article on page 180.

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RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; R. E. SMALLWOOD, Circulation Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, Chicago Office, 333 North Michigan Avenue.

Sales Letters

BY MAXWELL DROKE

Remote Control

"But, you see, we sell through jobbers and have no control over their salesmen I have heard that statement probably a thousand times as an alibi for in-

action.

There is something in the argument, to be sure. It contains just enough logic to satisfy those who prefer to follow the folded hands doctrine. But this is the day of remote control. And where a manufacturer resolutely sets himself to the task he usually can do wonders with a sales is not directly under his superforce that vision. Witness the case of W. D. Allison Company, manufacturers of exceptionally high-grade wood furniture for physicians. The company has no salesmen; markets its output exclusively through 285 surgical supply houses and wholesale dis-tributors. These firms employ about a tributors. thousand salesmen.

More than a year ago Allison wrote these dealers explaining their sales promotion plan, and asked for the names of these salesmen. The information was readily furnished. Each month a letter goes out from the Allison sales manager to every man on the list (the dealer re-ceives a copy also, in order that he may be fully informed). Most of the letters are good-will builders, designed primarily to help the salesman in his daily contacts, and to engender "a friendly feeling" for the Allison line. Here is the current

message: "The New Year brings a new oppor-

tunity for us all.
"Old 1930 is dead and we have cremated the calendar. Perhaps in some respects the year was a bit of a disappointment. But let's not start 1931 with a

handicap of pessimism.

"For those of us who go after business like we meant business, there is every reason for optimism. Things are picking up. A hundred thousand men went back to work the first week in January. Every-where there is evidence of increased activ-

"Now is the best time to talk with those good prospects who have been 'think-ing about' modernizing their offices or

buying some needed new equipment.
"Sit down right now and make a list of those men you haven't quite been able

of those men you haven't quite been able
to close in recent months. Then drop in
to see them again. You're likely to have
a pleasant surprise!"

Most of the messages deal convincingly
with the value of an inviting environment
in the professional office. If they can get this idea across, Allison is perfectly willing to take chances on getting their share of the resulting business. This letter is rather typical in that respect:
"Did you ever hear the story of the

doctor who drove himself into a practice?

"A young chap, he was—out in the mid-dle west some place. And this happened back yonder in the horse-and-buggy days. "Well, our young doctor hadn't any practice to speak of. He was a newcomer

in the community, and-well, you know

"But he was smart. A dozen times a day he rushed out of his office with his little black bag, jumped into his buggy and drove off at break-neck speed—to no

place in particular.

"Before long people began to observe, There goes that young Doctor Blank, al-ways in a hurry. He surely is building up a wonderful practice.' And human nature being what it is, when these folk

"There are a lot of young doctors—you know some of them!—who could profitably give more thought to the matter

of giving an impression of prosperity.
"You and I know that the quickest, surest way in the world to do that is to furnish an office so that it says, 'Success.' Nothing impresses a patient more than a reception room and private office tastefully furnished in the modern manner.

Why not discuss the matter frankly with these doctors? Point out to the young physician that he has invested twelve years of precious time, and probably twice twelve thousand dollars in perfecting himself in his chosen profession. Is it really sound business to jeopardize all this time and money for the sake of 'saving' a few dollars in office furniture?

"When you put it squarely up to him in that way, the doctor will nearly always see your point. You'll make a sale—and a friend."

To Retrieve Popularity

We humans are a restless lot, always flitting from this to that, looking for "something new." Which, of course, is perfectly dandy for the manufacturer who chances to be currently favored, but not so rosy if your product is, perchance, among those losing public favor.

Noting some slight tendency among golf clubs to substitute merchandise prizes for the traditional trophy, Paul Donelan, advertising manager of the Gorham Company, has set out to scotch the movement while it is yet young. And he is doing it very sensibly through a letter campaign addressed to the chairman of the tournament committee. I lift a few paragraphs from a current letter:

". . . Don't you honestly think all the would-be Joneses would rather receive as a tournament prize a trophy in the form of a cup than a canary-colored sport shirt,

l'ast forever' auto tire or box of strong cigars that won't break in their pockets?
"Many an old-timer gets a tremendous kick out of gazing fondly at the cups he has won. . . . If the trophy had been a bit of wearing apparel, or a box of sta-tionery, he would have no lasting reminder

of these departed days.

"Aside from the fact that Gorham is recognized as the leading maker of trophies, both great and small, we ask you frankly, and in all sincerity, which prize would you, yourself, really prefer?

"We leave the thought with you, with the suggestion that you may perhaps wish to bring the matter up at the next prize committee get-together.

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Unordered Merchandise

Fifteen years ago, when I was young and hopeful, my employers—a nationally known concern-conceived the idea of introducing a new product through consign-ment. To 500 selected dealers we sent a display carton containing a dozen packages of the product and a memorandum ages or the product and a memorandum bill for \$3.00. To accompany the ship-ment I wrote a letter which I believed to be a masterpiece of diplomacy. I ex-pained very carefully that this was not a sale, but merely a sampling plan; that sale, but merely a sampling plan; that the merchant was not expected to pay the bill until the goods had proved salable. All we asked was that he put the display carton on his counter, hand out the goods, and send us our money when, as and if the merchandise sold. merchandise sold.

I have rarely encountered so much grief in so brief a period of time. Notwith-standing the fact that our other products were well and favorably known, dealers would have nothing to do with this new item on any such basis. They demonstrated their independence with a display of fireworks that illuminated the office for weeks. And the accounting department experienced so much difficulty with those trifling \$3.00 bills that we were not on

speaking terms for a considerable period. Since that time I have sought to trace down every plan I have encountered which contemplates the sending of unordered merchandise to potential purchasers. I have never found such a campaign which, in the long run, terminated satisfactorily. Yet there still persists a small band of hopefuls, who apparently are firm in the belief that they can get away with it. Within a week two responsible concerns have sent me unordered merchandise, with a bill which I am supposed to pay or return the goods. And I have just suc-ceeded, after considerable argument, in dissuading a client who was all set to try the plan on his carefully built up cus-tomer list of 3,000 names! The scheme looks lovely, I'll admit. And if it would pan out, it would prob-

ably make the most profitable gold mine look like thirty cents' worth of radium, but it just seems to be "agin" human na-

ture.

Letterheads

With all that has been written and said on the subject in the last decade or so it is astonishing, and a bit depressing, to

observe the mass of mediocre letterheads in the morning mail.

Actually, of course, much has been accomplished. The missionaries have done a good job. But much remains to be done. With a differential of only a frac-(Continued on page 212)

Significant News

• "Physical value of production should increase 25 per cent by next December as compared with the like 1930 month," Dr. David Friday, the well-known economist, told the Illinois Bankers' Association last week. He expects retail prices, now less than 10 per cent below the 1929 level, to drop further in the next six months to complete the inevitable readjustment. This he thinks will start the real revival. He notes also that labor cost declines per unit of output are resulting in a favorable basis for profit making.

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- • A slight increase in business activity and in employment is noted by a majority of the reports received last week by the United States Chamber of Commerce. "Confident planning on the part of business management," the summary adds, "will depend in large measure upon the degree of certainty with which it will be able to forecast conditions which must be met."
- • Average price of commodities receded again last week, the Irving Fisher index number dropping to 77.6 compared with 77.9 the week before.
- • American Tobacco has discontinued direct selling to United Cigar Stores, leaving the field to the jobbers who, in receiving notice, are informed that the reasons for this step will be eventually clear to them. If other large buyers are treated in the same way, the cigarette jobbing business should soon become highly prosperous.
- Montgomery Ward's spring and summer catalogue, now going into the mails, quotes prices which range from 20 to 40 per cent below prices of last year. President Everitt says "the catalogue is unique in that it reflects current low prices more accurately than any previous mail order catalogue I can recall." It was delayed to make this possible.
- • Disapproval of Secretary Hyde's action in permitting the use of corn sugar in food products without label declaration was expressed last week in a resolution adopted by five leading food associations: National Wholesale Grocers, American Wholesale Grocers, National Food Brokers, National Chain Store and National Canners. (An editorial note on this subject appears elsewhere in this issue.)
- New life insurance last year was in greater volume than in any previous year except 1929, below which level it fell only 3.3 per cent. This estimate is based on reports of forty-four companies which do 75 per cent of the country's life insurance.
- • Income tax collections in the fiscal year that will end June 30 are now estimated by Treasury experts at \$2,100,000,000—\$310,000,000 less than in the year before.
- • The Capper-Kelly resale price maintenance bill now before Congress is declared by the Associated Grocery Manufacturers to be not limited to "predatory price cutting" and impracticable. The association has notified the House of Representatives of its opinion.

- National Biscuit earned \$22,879,898 last year compared with \$21,423,571 in 1929. The food companies certainly seem to be as nearly depression-proof as anything can be.
- National Dairy sales in 1930 were about \$375,000,000 compared with \$300,021,483 in 1929, due to the absorption of Kraft-Phenix Cheese and other subsidiaries. The parent company's sales were off about 9 per cent, but its earnings, consolidated (amounting to about \$25,000,000), were slightly greater per share than in 1929—\$4.07 against \$4.04.
- • Lambert earned about \$7,100,000 in 1930 compared with \$7,019,349. The addition of Pro-Phy-Lac-Tic Brush in the former year helped a good deal. Total business was somewhat off but tooth paste sales more than held their own.
- Packard Motor Car earnings for 1930 are put at \$9,000,000 by President Macauley, or more than \$10,000,000 if augmented by the \$1,106,941 added to the surplus account. This indicates earnings in the last quarter of sixteen cents a share compared with eight cents a share in the last quarter of 1930.
- • Marmon Motor Car lost \$1,937,508 in the nine months ended November 30, compared with \$727,010 earned in the same period of 1929.
- • Thermoid has acquired control of Woven Steel Hose & Rubber, thereby enabling the former company to offer a thoroughly diversified line of rubber goods.
- • December output of cigarettes, the small ones numbering 8,674,719,000, went up nearly 5 per cent, a marked change from the trend of recent months.
- • A Galesburg, Illinois, butcher has taken on ice cream as a side line and reports good initial sales followed by steady increases.
- • Seeking to put railroads on a par with buses as passenger carriers, the Nashville, Chattanooga & St. Louis Railroad announced this week that it had secured introduction in the Tennessee legislature of bills to tax and regulate the bus industry in the state. If necessary, spokesmen of the road say, the company will refuse to pay taxes till the highest court passes on suits demanding relief from tax discrimination.
- Declaring that within five years the N. C. &
 St. L. has lost half its passenger and freight traffic to buses and trucks, Fitzgerald Hall, general counsel, says that if relief is not forthcoming the company will be obliged to stop its operations within the state.
- • Business houses are being urged to support the Department of Commerce budget for 1931. This budget has been cut by the House committee so that the work done by the Domestic Commerce Division is likely to be seriously hampered.



Hill Hits United "Discrimination" with \$667,800 More Advertising

ISCRIMINATION" against Lucky Strike customers on the part of United Cigar Stores Company of America by excluding Lucky Strike cigarettes from a special deal which included Camels, Chesterfields and Old Golds, with Gillette Safety razors, has just been countered by George Washington Hill, president of the American Tobacco Company and the American Cigar Company, New York, with the decision to eliminate United Cigar as a direct buyer.

At the same time, to convince George Morrow, chairman, and Frederick K. Morrow, president, of the United Cigar Stores Company, of the consumer demand for his products, Mr. Hill has "stepped up" his already increased newspaper advertising schedule for Lucky Strikes and Cremo cigars for 1931 about 20 per cent.

Instead of spending \$2,690,000 for Lucky Strikes and \$1,208,200 for Cremos in the ten-week period from January 15 to April 1, Mr. Hill has added \$390,000 and \$277,800, respec-

tively, to these campaigns, bringing the totals for this period to \$3,080,000 for Lucky Strikes and \$1,486,000 for Cremos.

Already the largest regular campaign ever run in newspapers, the appropriation for Lucky Strikes, if this policy were extended for fifty-two weeks, would be about \$15,500,000 and for Cremos \$7,430,000.

With a record of earnings last year of approximately \$42,500,000 for the American Tobacco Company alone—an increase of about \$12,500,000 over 1929—Mr. Hill is prepared to convince Mr. Morrow of the public interest in his products.

It is reported that one or another of the large cigarette manufacturers may increase the price from \$6.40 a thousand to \$6.90 a thousand, in order to eliminate price-cutting wars between leading retail factions.

United Cigar Stores' offer of two packages of cigarettes with five Gillette blades for fifty cents, compared with the former price of sixty-five cents, was first announced to apply only to Chesterfield cigarettes (Liggett & Myers). When the sale was opened last week, however, Camel (R. J. Reynolds) and Old Gold (P. Lorillard) were included.

Lucky Strike, whose sales have been pushed by Mr. Hill through constant and aggressive advertising, to the highest level of any brand in the industry, were not included.

As a result of this direct retail cut, Schulte Retail Stores, tobacco chain, and the Walgreen Company, drug chain, retaliated against United by reducing the package rate of the four leading brands to eleven cents. Louis K. Liggett Company, drug chain, instituted a similar "deal" to United, but included Lucky Strikes. The Great Atlantic & Pacific Tea Company is still selling the four brands on its former basis of two for twenty-five cents.

As a result of Mr. Hill's notification to United Cigar Stores, this chain was eliminated as a direct buyer—being forced to buy from jobbers. At present direct buyers pay manufac-

The Proof of the Copy Is in the Profits

Although the earnings of both American Tobacco Company (Lucky Strikes) and R. J. Reynolds Tobacco Company (Camels) have risen consistently over a number of years, American last year forged far ahead of Reynolds. Net income of the two companies for the last seven years follows:

		American	Reynolds
1930		\$42,500,000*	\$34,256,664
1929		30,182,669	32,210,521
1928		25,016,799	30,172,563
1927		23,259,170	29,080,664
1926		22,495,358	26,249,403
1925		22,232,012	23,821,579
1924		20,779,570	22,377,717
*a1	pprox	kimate	

turers of these four brands \$6.40 a thousand with discounts of 10 per cent for volume and 2 per cent for cash, which brings the price down to \$5.645 a thousand. If jobbers should offer discounts of only 10 and 1 per cent the difference in price to the retailer would be \$5.74 on each thousand.

The record earnings last year of American Tobacco—the bulk of whose business is now concentrated in Lucky Strike cigarettes—definitely established this concern as the most profitable corporation in the tobacco industry.

R. J. Reynolds Tobacco Company, whose Camel brand for years was the largest seller in the industry, now ranks second to American Tobacco for the first time, with earnings of \$34,256,665, an increase of \$2,046,144 over 1929.

Camel appears to have been hit hardest by Lucky Strike's gain. The most of Reynolds' increase was due to the re-establishment in 1929 of the \$6.40 a thousand rate. With a sales volume considerably in excess of \$200,000,000, Lucky Strike not only profited in some degree by this increase, but recorded a much larger gain in business during the year than all other domestic cigarettes combined.

Lucky Strike cigarettes were introduced four years later than Camels, at the time of the World War in 1917, when this convenient form of smoking first attempted to wrest sales leadership from cigars and pipes. Although sales increased consistently, the brand did not compare with Camel and Chesterfield until about 1925. When George W. Hill succeeded his father, the late Percival Hill, as president of the American Tobacco Company, he concentrated his attention primarily on it—largely to the exclusion of Sweet

BY LAWRENCE M. HUGHES

Caporal, Pall Mall and Lord Salisbury cigarettes, and to Bull Durham, Tuxedo, Half and Half and Bull Dog smoking tobacco.

But Mr. Hill has not overlooked his cigar subsidiary, the American Cigar Company, and today Cremo, its five-cent cigar, is competing with William Penn of the General Cigar Company for leadership in this field.

The consistent and aggressive advertising program which Mr. Hill undertook for Lucky Strike cigarettes not only represented the largest investment ever put behind a single product, but because of the nature of the appeals employed, created wide public discussion.

The latest Lucky Strike theme has been the "ultra violet ray," which was used in the last series of 1930 and is being continued at present. Application of the ultra violet ray is part of the consistently advertised "toasting" process. Mr. Hill collected reports from numerous scientists and other experts and then obtained quotations from industrial, financial, medical and other leaders commenting not on the ultra violet ray but on Lucky Strike's business enterprise in adopting new methods of manufacture. Such an entirely new application of the testimonial slant was unusual, all the more so because the men quoted were beyond the sphere of paid endorsements.

Mr. Hill has just announced the largest advertising campaign he has ever undertaken. The number of newspapers which Mr. Hill is now using has been increased to 1,800. The size of each insertion also is larger than before—nearly a full page. (Mr. Hill purposely does not take full pages for Lucky Strikes because he believes it adds to the interest of his copy to have reading matter to the left and above it.) The advertisements are now appearing in the larger cities Tuesdays, Thursdays and Saturdays, instead of only Tuesdays and Thursdays as heretofore. This policy is similar to that which Mr. Hill employs on the radio—the newspaper advertisements appearing on the same day as the nation-wide radio broadcasts.

From a sales standpoint Cremo of the American Cigar Company has had a rise almost as meteoric as Lucky Strike. Present production of this cigar is at the rate of nearly 2,000,000 a day, as compared with 50,000 two years ago. The result is that Mr. Hill Reynolds May Introduce Camels in Cellophane

The R. J. Reynolds Tobacco Company may soon sell its Camel brand in Cellophane wrappers, as a merchandising appeal to counteract the gains of American Tobacco Company's "ultra-violet ray" theme for Lucky Strike cigarettes, Sales Management learned this week. The new wrapper would have the advantage of keeping the product fresh for an indefinite period.

A number of cigarette manufacturers are known to have been experimenting with the use of Cellophane in conjunction with the Du Pont Cellophane Company, New York.

is gradually putting Cremo on a pay-

In this connection it might be noted that the average price of five-cent cigars to the manufacturer is about \$33.20 a thousand. Of this, the tobacco cost is \$15; labor and factory overhead, \$4; depreciation and insurance, \$.50; royalty on cigar making machines (all of which are controlled by a subsidiary of American Machine & Foundry Company), \$1; packing and wrapping, \$3 (probably a little higher than that now owing to the fact that about 95 per cent of cigars are Cellophane wrapped); United States Internal Revenue tax, \$2leaving \$6 for general and administrative expense and to defray the cost of sales and advertising. With American Cigar this last item is believed to be higher than the average.

Mr. Hill will continue to advertise Cremo on as extensive a scale as here-tofore—utilizing the "spit" theme which has brought him some criticism from the tobacco trade and considerable commendation from health officials throughout the country. His "Avoid That Future Shadow"—and "Ultra-Violet Ray" campaigns have also been criticized in certain quarters—but the public continues to buy.

Of the approximately 119,625,000,000 cigarettes produced in the United States last year, the four leading brands produced more than 90 per cent and considerably more than one-third of the entire total were Lucky Strikes.

"Reach for a Lucky"—says Mr. Hill. And, like it or not, you do. There's something awfully persuasive about the man.

It is possible that he may be able to persuade even the Messrs. Morrow.

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CARL C. GRAY

Manager of Merchandising Department, The B. F. Sturtevant Company, Boston

What Specialty Selling Did for an Engineering Product

OT since 1921 have we had what looked to be a more inauspicious year for launching new specialty products, testing new markets and trying out new sales plans than 1930. Yet the B. F. Sturtevant Company last year did all three of these things on their "Speed Heater" with results which would have looked creditable on the balance sheets of a far rosier period. With a 1930 selling cost that approximated that of 1929, sales were increased 212 per cent in dollar volume and unit sales were 200 per cent greater than those for the previous year.

There are two very simple explanations for this record. The first is a carefully worked out sales plan based soundly on facts. And the second is the strategic advantage the company enjoyed in launching its product during a period when competition, ordinarily aggressive and active, had, to a marked extent, relaxed sales effort, leaving the field wide open for intelligent selling of the constructive type.

The story of the launching of the Speed Heater is of particular interest because it shows so well what specialty sales methods will do for an engineering product. The B. F. Sturtevant Company makes a complete line of airmoving and air-conditioning equipment, more than 90 per cent of which is custom business done direct with consumers. Since the normal rate of expansion in this type of business is slow, the company about two years ago began to look about for some plan for building volume at a more rapid pace. This could be done on the engineering lines, but it would involve a prohibitively high selling cost. So study was directed along other lines.

For a number of years Sturtevant had manufactured various products which could be placed in the "merchandising" class as distinguished from the strictly "engineering" class. Would it be possible, the company asked, to take these products out of the custom class, build them as standard models, and sell them in quantity? Naturally, it was difficult for engineering minds to develop much sympathy with this idea at the beginning, because of their



long experience in selling exclusively by blueprints. But it was finally agreed that the plan had possibilities, and action along those lines was started.

The company took a long look at the various products in the merchandise class and finally selected a unit heater—a piece of equipment designed to heat factories, warehouses, garages and other large-size rooms—as the best item for experimental purposes. This unit heater later was trade-named the "Speed Heater." Remember that up to this time these unit heaters had been manufactured on a strictly custom-built basis, with the capacity, contour, color and other factors in the design varying according to the whims of each individual purchaser.

To furnish the basis for a sales plan, the company's advertising agency conducted an extensive survey to find out, first of all, whether the product itself was right. Was it priced right? Where was its real market? What were the most promising distribution channels?

This survey uncovered a vast amount of data. It showed the product could easily be standardized but was wrong in certain important details. For one thing, it was too big and too cumbersome. It revealed further that prices were out of line with competition. It showed unmistakably that the product needed new specialty selling methods behind it. And it brought out the need for an entirely new slant in the advertising copy. With these facts as a basis, a new heater was designed, production was Fordized and a stock was built of each size.

Then the work of building a specialty sales force was begun. Upon this staff was placed the major portion of the burden of selling the heater. All other merchandising and promotion efforts were designed to tie directly in with the personal selling—to accomplish some portion of the missionary work, to pave the way for calls on buyers and to counteract resistance among the various factors influencing unit heater sales. This policy was set up to meet the fact that the main competition on the heater was coming from specialty selling organizations rather than full line houses; the company recognized that full line

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(Right) An important share in the task of introducing the new Speed Heater was assigned to industrial and trade paper advertising. (Left) The specialty salesman was the king-pin of the whole Speed Heater marketing plan. All other promotion and merchandising ideas were designed to help him.

Because competition had, to a large extent, relaxed selling effort on account of the depression, Sturtevant found 1930 a particularly good year in which to introduce a new product. The selling plan used represented a radical departure from all of the firm's previously established policies. Here is the story of the campaign—and a record of the splendid results obtained.

salesmen could not meet the competition of specialty men. As is the case with most engineering, or semi-engineering types of products, the selling of the Speed Heater is, in the majority of instances, a group selling job. That is, it is usually necessary to sell not only the architect or engineer, but also building owners, superintendents, building managers or the heating and plumbing contractors on the job. In the Speed Heater sales plan the contractor was taken as the backbone of the selling program, because, in this particular case, he was the retail outlet. No matter how a sale originated, the contractor was protected and sent a check for the dealer's profit on the job. It is preferred to have the owner place his order with the contractor, and he, in turn, do business with Sturte-

vant, but that is not always possible.

Sturtevant advertises to, and calls upon, prospects in all three of the classes mentioned above. In contacts with the architect they seek to get Speed Heaters specified in original plans; to the owner they tell the story of Sturtevant units if he is acquainted with heaters in general; if he is not, he is educated on the use of them. The contractor is given a dual lesson also. First he is shown the advantages of using unit heaters as compared with cast iron radiation, and second, why he should use Sturtevant heaters.

Hiring salesmen to form a specialty selling force to do work of this kind was not an easy job. As a test, four men who had an engineering background were put into the field and four whose selling experience had been confined to more common commodity products. Only one of the four lay salesmen is still with the company. However, salesmen are not now required to understand technical engineering detail, but they must understand heat and it is preferred that they have a broader engineering background. The force now numbers twenty-one men, who are working out of fifteen of the company's previously established branch offices. The men follow the routine of the branch offices, but report directly to the merchandising division at the home office in Boston.



Sturievant SPEED MEATERS

The strength of the specialty-men plan of working territory is apparent from the records on follow-up to inquiries resulting from industrial paper advertising. Where the specialty men were working, inquiries of every nature were followed up to 71 per cent. Where no specialty men worked, less than 8 per cent of the inquiries were followed up.

With the placing of the specialty force in the field, Sturtevant started, for the first time in its history, to do consistent cold turkey canvassing. During the busy season at least half the total number of calls made are strictly cold turkey. Every smokestack is regarded as a prospect, and this type of market approach as opposed to the old wait-for-an-inquiry-then-call tactics, tapped a whole range of new markets in which Sturtevant heaters had not previously been sold—ice plants, for example, and airplane

In its advertising job the Speed Heater again faced an unusually intricate problem. Two competitors had led the field for a number of years. The advertising, therefore, had to be not only as good as competition, but better in order to make an impression. Furthermore, while the Sturtevant company had firmly established itself as a house of fine engineering reputation, they were known scarcely at all as manufacturers of standard model specialties. Here they had to begin from the ground and build up.

Remembering that the whole sales plan was based primarily on personal selling, the advertising was designed not to attempt to pull volumes of inquiries so much as to do part of the broader selling job involved. A selected list of industrial and trade papers reaching industrial prospects, architects, contractors and the other factors on which the salesmen were continuously calling, was made up, and schedules placed on a consistent, year-round basis. A sizable volume of inquiries resulted even from this type of advertising and a rigid check-up system was installed to clear these inquiries to salesmen and to see that

(Continued on page 214)

Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

Number One: New York City

(A.B.C. Trading Radius: 50 Miles)

Newburgh Port Jervis O Middletown FAIRFIELD ORANGE Ossining Norwalk Stamford S.Norwalk White Plains Greenwich
Mamaroneck Port Chester
Yonkers werseyd Tooklyn Center Elizabeth Westfield P Plainfield Brunswick Perth Amboy Copyright, American Map Company, New York, Authorized Repro-duction No. 5012 Long Branch enton **Asbury Park** MONMOUTH

The 1930 census shows clearly the shift of population to suburban communities—a fact of major significance to sales executives who use intensive localized selling and advertising campaigns. This analysis makes clear just what has happened to the population in the country's biggest market: New York City and its tributary territory.

THILE the shifts and growth in population in and about New York City during the past decade are in line with the general trend of movement in other metropolitan centers-that is, there was a wholesale emigration from the heart of the city toward the outlying municipal areas, and a still more rapid rate of growth among the suburban sections in comparison with the rate of growth in municipal New York—the New York City analysis presented here needs particularly careful study due to the complicated overlapping of a number of major markets.

There are five cities having a population of more than 100,000 which fall into what is here analyzed as the New York area: Jersey City, Yonkers, Newark, Elizabeth and Paterson. (Brooklyn is treated as a part of New York City—see figures on Kings County. Bridgeport and Trenton, both shown on the map, are outside the A. B. C. trading radius.) This means that the sales executive who

desires to reach the Greater New York market will necessarily have to give some detailed study to these individual

cities as separate entities.

Between 1920 and 1930 the New York area further strengthened its position as the country's first and most concentrated market. Where the population figure for the country as a whole advanced 16 per cent, the population of New York City (which, readers are reminded, includes Manhattan, Kings, the Bronx, Queens and Richmond) increased 23.0 per cent.

While the rate of growth—the trend—is much more rapid in the outlying counties of the New York market, readers should bear in mind that the actual population gain in New York City proper was 1,310,398, which is slightly higher than the gain of 1,198,174 in the other counties of the district.

The twenty counties surrounding New York City increased 32.3 per cent—more than twice the rate of national growth—a clear indication of the marked trend toward suburban

(Continued on page 216)

An Analysis of 1930 Population Figures for New York and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from N. Y. C.	Popu 1920	lation 1930	Per Cent Gain or Loss	Counties	Pop 1920	ulation 1930	Per Cent	All Spendable Money income 1929 (000 omitted)	Per Capita
*New York City		5,620,048	6,930,446	23.0	New York (Man.) Kings (Bklyn.) Bronx Queens Richmond	2,284,103 2,018,356 732,016 469,042 116,531	1,867,312 2,560,401 1,265,258 1,079,129 158,346	-18.2 26.9 72.8 130.1 35.9	10,148,725	1,462
*Bayonne, N. J. *Hoboken, N. J. *Jersey City, N. J. *Union City, N. J. *Wechawken, N. J. *Yonkers, N. Y. *Met. Vernon, N. Y.	6 1 1	76,754 68,166 298,103 60,725	88,979 59,261 316,715 58,659	15.9 13.1 6.2 3.4	Hudson, N. J.	629,154	690,730	9.8	810,993	1,174
*Weehawken, N. J. **Yonkers, N. Y.	15	13,488 100,176	14,807 134,646	2.2 34.4	Westchester, N. Y.	344,436	520,947	51.2	733,751	1,410
	10	42,726 414,534	61,499 442,337	43.9 6.7	Essex, N. J.	652,089	833,513	27.8	965,200	1,158
The Oranges, N. J. **Perth Amboy, N. J. **Elizabeth, N. J. **Paterson, N. J. **Passaic, N. J. **Englewood, N. J. **Rutherford, N. J. *Hackbeach, N. J.	6 22 15.4 15.7	106,825 41,707 95,783 135,875	141,376 43,516 114,589 138,513	32.3 4.3 19.6 1.9	Middlesex, N. J. Union, N. J. Passaic, N. J.	162,334 200,157 259,174	212,208 305,209 302,129	30.7 52.5 16.6	195,901 301,101 290,637	923 985 961
**Passaic, N. J	19.7	63,841 11,627	62,959 17,805	-1.4 53.1	Bergen, N. J.	210,703	364,977	73.2	398,719	1,092
***Ridgewood, N. J.	19.7	9,497 17,667 7,580 8,575 8,175	14,915 24,568 12,046 10,764 11,549	57.0 39.1 60.8 25.5 41.3	** ** ** ** **		304,777	,,,,,	•,	
***Todi, N. J. ***Garfield, N. J. ***Cliffside Park, N. J. ***Lindenhurst, N. J.	21.7 8 13	19,381 5,709 9,575	29,739 15,267 17,362	53.4 167.4 82.5	**					
***Morristown, N. J.	32	4,192 12,548	16,513 15,197	293.9 21.1	Morris, N. J.	82,694	110,445	33.6	93,332	845
***Dover, N. J. ***New Brunswick, N. J. ***Carteret, N. J. ***Woodbridge, N. J. ***Rariran, N. J. ***South River, N. J. ***Red Bank, N. J. ***Long Branch, N. J. ***Ballille, N. J.		9,803 32,779 11,047 13,423 5,419	10,031 34,555 13,339 25,266 10,025	2.3 5.4 20.7 88.2 84.9	Middlesex, N. J.	Sec	e above		See a	above
***South River, N. J	29 39	6,569 9,251	10,759 11,622	63.1 25.6	Monmouth, N. J.	104,925	147,209	40.3	128,399	872
***Long Branch, N. J	45 12	13,521 15,660	18,399 26,974	36.1 72.2	Essex, N. J.	Sec	e above		See a	above
***Bloomfield, N. J	14 13	22,019 25,480	38,077 56,733	72.9 122.7	44					
***Montclair, N. J	15 14	28,810 9,421	42,017 20,572	45.8 118.4	"					
**Belleville, N. J. **Bleomfield, N. J. **Irvington, N. J. **Montclair, N. J. **Nutley, N. J. **Maplewood, N. J. **North Bergen, N. J. **Harrison, N. J.	15	5,283 23,344	21,321 40,714	303.4 74.4	Hudson, N. J.	Sec	e above		See a	above
***Harrison, N. J. ***Kearny, N. J. ***West New York, N. J. ***Clifton N. J.	11 10.5	15,721 26,724	15,601 40,716	-0.8 52.4	**					
***West New York, N. J. ***Clifton, N. J. ***Hawthorne, N. J.	19.7	29,925 26,470	37,107 46,875	32.8 77.1	Passaic, N. J.	Se	e above		See a	above
***Hawthorne, N. J	17.7 19.4	5,135 8,368	11,868 21,206	131.1 152.5	Union, N. J.	Se	e above		See a	above
***Rahway, N. J.	14 21.4	27,700 11,042	34,422 16,011	24.3 45.0	**					
***Plainfield, N. J. ***Plainfield, N. J. ***Rahway, N. J. ***Roselle, N. J. ***Summir, N. J. ***Cranford, N. J. ***Hillside, N. J.	18.4	5,737 10,174	13,021 14,556	127.0 43.1	11					
***Cranford, N. J.	18 19.4	9,063 6,001	15,801 11,126	74.3 85.4	**					
Cranford, N. J. **Hillside, N. J. *Union, N. J. ***Mamaroneck, N. Y. **New Rochelle, N. Y. **White Plains, N. Y. ***Peekskill, N. Y. **Ossining, N. Y. ***Porr Chester, N. Y. ***Rockville Center, N. Y.	12.7	5,267 3,962	17,601 16,472	234.2 315.8		ç.	e above		Coo	above
***New Rochelle, N. Y.	21 12 22	6,571 36,213 21,031	11,766 54,000	79.1 49.1	Westchester, N. Y.	30	e above		See :	above
***Peekskill, N. Y.	41 30	15,868	35,830 17,125	70.4 7.9 41.9	**					
***Port Chester, N. Y	26 22	10,739 22,662 6,262	15,241 22,662	36.7 119.1	Nassau, N. Y.	126,120	303,053	140.3	266,485	880
***Rockville Center, N. Y. ***Freeport, N. Y. ***Glen Cove, N. Y. ***Hempstead, N. Y. ***Lynbrook, N. Y. ***Valley Stream, N. Y. ***Huntington, N. Y. ***Norwalk. Conn.	25 30 22 20	8,599 8,664 6,382 4,371	13,718 15,467 11,430 12,650	79.9 31.9 98.2 174.3	11	120,120	303,033	110.9	200,107	000
***Valley Stream, N. Y	18	2,700 11,916	11,993 11,790 25,582	336.5 84.0	Suffolk, N. Y.	110,246	161,055	46.1	141,827	881
***Greenwich, Conn	28 1	27,743 22,123 40,067	36,019 33,112 46,346	30.0 49.7 32.0	Fairfield, Conn.	320,936	386,702	20.5	299,768	780
***	33.4	-0,007	10,510	24.0	Rockland, N. Y. Putnam, N. Y.	45,548 10,802	59,599 13,744	30.8 27.2	59,426 14,112	998 1,027
***					Orange, N. Y. Hunterdon, N. J.	119,844 32,885	130,383 34,728	8.8 5.6	167,776 34,210	1,287 985
***					Mercer, N. J. Sussex, N. J.	159,881 24,905	187,143 27,830	17.1	177,513 24,406	948 877
***					Warren, N. J. Somerset, N. J.	45,057 47,991	49,319 65,132	9.5	42,070 40,156	853 615
							11,818,501	26.9	15,334,505	1,298

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TOTAL FOR AREA

* Cities over 10,000 within carrier limits (A. B. C.)

** Eight largest cities outside carrier limits, but within trading radius (A. B. C.)

*** Other cities and/or counties over 10,000 within A. B. C. trading radius.

"Miles from New York City" figures are from the Official Guide of the Railways, and, in a few instances, automobile road maps.

"Hello, Sucker!"

Perhaps you received this letter some time ago:

BULLETIN

ATTENTION! of the man or men who signed a contract for advertising to be paid for in merchandise.

"Hello Sucker" would be a rather laconic but truthful way to head this Bulletin. A number of organizations operating rackets such as Park & Tilford are exposing, have waxed rich and fat from unsuspecting manufacturers whom they have lured into harmless-looking but ironclad contracts.

Merchandise accepted in payment for various forms of advertising has in a good many cases been shipped direct to a jobber in the New York area, Chicago or Philadelphia at 5 per cent to 15 per cent below the manufacturers' price. It is the custom of these racketeers to have a guarantee from a jobber that he will take a certain manufacturer's goods before they solicit the manufacturer's contract.

These men are clever, as they would have to be to work a game like this on men with years of business experience. Their systems and the ramifications of them would fill a book. You probably recall the smooth liar who sold you the idea. He had an answer for every question you asked. At the time you probably thought that your product would be dumped but just as every manufacturer thinks, you wanted distribution and, boy! you got it. These rackets find your points of heaviest distribution and sales. The same jobber that buys from the racket may buy small quantities from you just to allay suspicion.

If this Bulletin is not convincing, investigate yourself. Mark your goods!

The outlet for bootleg merchandise is principally in the New York area with Chicago, Philadelphia and Baltimore receiving a smaller share of dumped merchandise.

BACK UP Park & Tilford's efforts in the interest of better business by refusing to ship to these racketeers.

BE SMART don't let them continue to dupe you!

The Third of a Series of Articles on Advertising Rackets

Here is an expose of another of the many rackets which are burdening distribution and robbing advertisers of returns which they could have enjoyed had the money been put into legitimate advertising mediums. Sales Management led the field in the crusade against these schemes. The first article on this subject appeared in the issue of November 8; the second January 17. Other articles will follow.



From Sales Management for November 8, 1930

BY HERBERT KERKOW

F you didn't receive the letter reproduced on the facing page, thank your lucky stars. Attached to it would have been a tear sheet of your advertisement in an Atlantic City theatre program. It would have meant that you, along with many other advertisers whose products were nationally known and sold at a published price, had been the victims of an ad-

vertising racket.

If you received this letter you had been approached some time ago with the proposition that you advertise in a program of an Atlantic City theatre which served as a tryout house for many of the New York productions. You would have been told by the solicitor that this theatre had the finest of clientele. That the publishers of the program had very friendly relations with many of the best dealers in Atlantic City. That the publishers would get you distribution and the best window and counter display locations. Here was what looked like a good buy. Everything complete. A fine market, advertising to the right people, backed up by heavy window and counter display right at the point of sale.

The cost?

You sell the publishers, say, \$1,000 worth of your well-known and rapidly moving product. When received, the publisher will pay you for this merchandise, deducting, of course, the cost of the advertising campaign in the theatre program (which incidentally is jammed full of advertisements, with no reading matter except the slight space devoted to the cast of characters and usual acknowledgments of the current theatrical productions), and

the cost of the promotional effort to put in window displays and counter cards. You get back about \$500 for \$1,000 worth of merchandise.

Maybe that is too much to pay for the services offered, you think. Maybe not, considering the picture the advertising solicitor painted for you.

Anyway—

A short time after you have signed up and sent the merchandise, you begin to get reports from your New York jobbers or direct-to-dealer salesmen that a New York state jobber is beating your best price by 10 and 15 per cent. Naturally your best customers in one of your best markets are pretty sore. They don't like to have their friendly relations with you shaded by lying. Hadn't you had your troubles insisting these many years that your prices were really as you published them, and that the King of England couldn't buy your product any cheaper than your published price?

Of course, your best customers are sore. So are you by this time. You can't find out where this jobber got the merchandise so cheaply that he can undersell your standard price. He won't tell you. There's nothing much

you can do about it.

The Sherlock Holmes on the staff of one advertiser who had this happen to him finally solved the mystery. With the writer of this article serving as Dr. Watson, this advertiser told how a chance remark by a jobber let the cat out of the bag.

The publishing venture in Atlantic City works through a New York state jobber. As soon as the advertiser's merchandise was shipped to the pub-

lisher in Atlantic City it was redirected northward to the jobber. He immediately undersold the advertiser's best market. The window and counter displays sent along may or may not have been used. Certainly not in Atlantic City. The advertisement was run as promised, but that is the only part of the promise which was carried out—the easiest part.

In effect the publisher and his ally, the jobber, got your merchandise, when advertisement and selling costs were figured in, for about 25 per cent cheaper than your best price. That was a nice margin to play with and undersell your regular channels of dis-

tribution.

That is how the racketeers "muscle in" on your legitimate, result-getting advertising media. There are other cases somewhat similar. One is now being made the basis of a law suit. This fall Park & Tilford filed suit against Circus Magazine, Inc., basing their suit on the complaint that the defendants had dispensed merchandise through regular channels of distribution which merchandise had been given the publication in payment for advertising. Tintex was supplied to the magazine in return for advertising and partly for exclusive sale to circus people and through circus commissaries. Instead, this Tintex had been released to the regular trade, and this release, the complaint states, was unfair competition against Park & Tilford as well as a violation of the con-

Another racket of a slightly different type and in a different field of distribution is being practiced by a New (Continued on page 213)

Oakland-Pontiac Drops the Superlatives Overboard

BILL" BLEES, Oakland's youthful vice-president in charge of sales, has initiated a strikingly original advertising program for the company's 1931 products. Among its features are the use of small but interest-compelling copy in 100 metropolitan newspapers, regular representation in eighty Sunday rotogravure sections, preferred fortnightly positions in five national weekly magazines and preferred monthly positions in a dozen national monthlies. Superlatives are barred. Copywriters are limited to sane statements of plain, provable facts as witness the new Oakland-Pontiac slogan, "Two Fine Cars."

Although he graduated from the hard school of retail selling to the presidency of Motor Accounting Company, dealer statistical and management subsidiary of General Motors, Mr. Blees has remained exceedingly human. Apparently he can take his statistics or leave them alone. He offers no data in support of his advertising plans. It is based, he explains, merely upon the fundamentals of common sense.

"A high automotive executive in a humorous note the other day accused me of 'pulling my punch' through the use of this slogan," he said. "This official pointed out that we had selected the least powerful weapon from among the choice of positive, comparative and superlative claims that might have been made. He explained that 'finer is finer than fine and finest is finer than finer.'

"That's just the point we are at-

tempting to emphasize. There can be no doubt that the new Oakland Eight and the new Pontiac Six are two fine cars. They are finer cars than their 1930 predecessors. But they are not necessarily the finest cars in America. Nor the most beautiful cars in the world. They won't out-perform every car built. Possession of these superlative attributes involves manufacturing costs that would place them in the highest-price brackets. Such cars would cost thousands of dollars more than do the Oakland and Pontiac. Obviously we could not substantiate such claims. But we do offer two fine cars for 1931, cars with many desirable features which we can stress truthfully, convincingly and without resort to exaggerated superlatives. We are taking the public into our confidence with a full explanation of exactly what we have to offer for what our buyers are able to pay. We believe these cars represent maximum value in their respective price classes. They are fine cars at moderate prices.

"Possibly this attitude sounds radical in view of some of the advertising claims which many automobile companies, including our own, have made in the past. But I believe our

attitude is sound. Unless human nature has changed, this policy should bear sound fruit. It should get across the idea that our conservative statements are not merely claims, but facts capable of substantiation. I believe it is good strategy."

Mr. Blees less than two

decades ago established an enviable reputation as a featherweight quarter-back on a major university football team. Weighing only 122 pounds, he was able to hold his own against the big boys through quickness of limb and brain—principally the latter. He threw forward passes from behind his own goal line and got away with it. His strategy introduced a new element into college football. Apparently he is following a similar course in the highly competitive business of advertising and selling automobiles.

"Strategy represents one of the three major elements in our 1931 advertising program," he continued, "All of these three elements overlap in some respects. First, we are 'Making New Friends and Keeping the Old' by building a reputation for character; second, we are starting in to work consistently; third, we are trying to employ strategy. Our advertising schedule, although fairly extensive, will place more emphasis upon strategy than upon volume.

strategy than upon volume.
"We can't 'hit the line' quite so hard as some of the larger companies

In the upper righthand corner of page three of 100 metropolitan newspapers these six-inch deep advertisements carry a short, homely message daily.

Oakland-Pontiac is making some startling innovations in its 1931 advertising. What it lacks in flourishes it hopes to make up in "consistent and persistent" small messages. Superlatives are taboo. No claims which cannot be substantiated will be made. Pictures of the cars will be eliminated entirely in some advertisements. The psychology back of this new strategy is sound: many a man has chosen corn beef and cabbage from a menu loaded with triumphs of a chef's fertile imagination.



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Based on an interview by D. G. Baird with

WILLIAM A. BLEES

Vice-president in Charge of Sales, Oakland Motor Car Company, Pontiac, Michigan

On the announcement day of the new Oakland-Pontiac cars strong-lunged youngsters were employed by dealers to dis-tribute the four-page "extra" pictured at the right. Below is one of the new advertisements with not a car in sight.



The Automobile Dealer is a National Necessity . . .

OAKLAND 8 PONTIAC 6

which have more ample advertising appropriations, but we will employ strategy to make our smaller space give us the maximum return. will hit where it counts. That is why we have decided upon the daily employment of small but selected space.

In a newspaper the most valuable space is the front page, but that can't be bought. However, the upper righthand corner of page three is very valuable space. We bought that. Our ad always will be found beside the thumb of the reader's right hand as he turns the first page of his paper. In this selected position we have taken one column, six inches deep, in which to carry daily a short, homely, pointed message.

"We made a study of the magazines and bought the position which we felt would have the best visibility. All of our advertising appears in this same position in the front of the book. In one case we prevailed upon a wellknown magazine to change the makeup to suit our plan.

'Our magazine advertising schedule includes the following media: Saturday Evening Post, Collier's, Literary Digest, Liberty, Time, Hollands, Better Homes and Gardens, American, Sunset, Good Housekeeping, National Geographic, Elks', Farm Journal, Successful Farming, Forbes', Burroughs Clearing House, Fortune and a number of trade journals.

'Of course we did not confine our new car announcement merely to the newspapers and magazines. We used the radio, broadcasting over 102 stations. Motion pictures also were employed, a short film being displayed in about 850 theatres during the announcement week of January 3-10."

Mr. Blees was asked for further details as to the characteristics of his 1931 advertising program.

"Well, for one thing, we will use few car pictures in our advertise-ments," he said. "Instead, we will employ illustrations of the human interest type. For instance, one of our

early insertions shows a photograph of two fishermen on a small stream without an automobile in sight. Below is a small cut showing only the front of a car.

"Believing that black and white is more in keeping with our spirit of simple sincerity and that it offers a more suitable medium for our homely themes, we have discontinued the use or color in our magazine advertising. Our copy is short, simple, unadorned, intimate and friendly. We are advertising to the public-not to ourselves or to others in the industry. We hope to make our advertisements so interesting that readers will look for them every day just as they seek the popular daily features in their newspapers. Regular position will help this.

I believe further that the public will appreciate the policy of frankness which has impelled us to quote in all newspaper advertising the delivered car prices for each city in which the

ad appears.



"And we are going to pay the used car situation the attention which it deserves. In order to sell one new car, the present-day automobile dealer usually finds it necessary to sell two used cars. As we all know, the used car problem represents a serious stumbling-block to many dealers. It is a problem which no successful automobile manufacturer can afford to ignore. At Oakland we are planning to provide our dealers with unusually extensive and practical aid in the selling of used cars.

"We are going to make a serious attempt to achieve both consistency and persistency in our advertising. In the past it has been customary for the average automobile manufacturer to announce new models with a few full-page advertisements. If sales were satisfactory, he advertised some more. If business continued to improve, he advertised even more heavily. But if it were poor, he re-trenched and curtailed. If it became very poor, he stopped advertising altogether.

Will Not Reduce Schedule

"It is our firm belief that the effectiveness of advertising depends to a large degree upon its consistency. Therefore we have established a minimum advertising schedule for 1931, which will be followed through regardless of sales or business conditions. If business improves we may elaborate that schedule, but under no circumstances will it be reduced. We will be represented in the newspapers every day and in the magazines every month.

"Printed advertising is good and we're going to do a lot of it. But word-of-mouth advertising is even better and we've taken steps to get a lot of that.

"General Motors employs nearly 200,000 people. We realized that it would be excellent advertising for us if employes of other divisions mentioned our new models favorably to those with whom they came in contact. To this end we sent a wall hanger, showing all the body types of both new models in natural colors, to all General Motors executives. asked the executives to place the hangers in a conspicuous place and to suggest to their employes that they mention the new Oaklands and Pontiacs to their friends and acquaintances.

"In our own organization we had each executive invite the cooperation of ten friends in spreading the news.

And among our announcement suggestions () dealers was a plan for getting all manner of folks to ask

everyone: 'Have you seen the new Oakland and Pontiac?' Then, regardless of the reply, they were to add: 'They are two fine cars.'

"In the announcement material furnished each dealer were sixteen different news bulletins, apparently scribbled hurriedly upon receipt of telegrams from the factory. All during the day preceding the announcement boys were employed to run outside every few minutes and paste one of these announcements on the dealer's window. When ten had been posted the boy began to remove one each time he posted a new one, so that later he could use them again. Crowds gathered and read the bulletins just as they did in war days.

"Then on the day of the announcement strong-voiced newsboys were employed to distribute an 'extra' to passers-by on the streets. This 'extra' was a four-page paper written by newspaper men and printed on peachcolored news stock which told of the 'Beautiful Styles and Low Prices' of the new Oakland-Pontiac line. We furnished 500,000 of these to dealers and then received reorders for about as many more, indicating that this was one dealer help which the dealers really considered valuable.

Advance Notice to Owners

"Prior to the showing of the new cars we obtained additional word-ofmouth advertising through still another medium.

"It has been customary in introducing new models to guard them jealously and to create an atmosphere of great secrecy until the zero hour when the cars are unveiled for the inspection of an eager public. Several weeks before introducing our 1931 models we sent a letter to about 250,-000 Oakland and Pontiac owners, telling them something about the new cars and enclosing small photographs. We told them also that while we want our buyers always to enjoy the benefits of all engineering advancements as soon as they are available, it never will be our purpose to depreciate owners' cars by too radical changes.

"This letter was expected to uncover some cases of dissatisfaction. So far we have received only about two hundred letters of criticism, an extremely small percentage. Now we are going to make boosters out of these knockers. We are sending our field service men to call on them personally and satisfy them. That same policy will be applied to every buyer of a new Oakland or Pontiac.

Hereafter each new car buyer will receive a letter from the factory soon afterward, another three months later

and a third six months later, all written in such manner as to invite complaints. Any complaints received -and there will be some, of course -will be followed up promptly by a factory service man and adjusted to any fair customer's satisfaction.

'Satisfied owners represent a vitally important asset. Their word-of-mouth advertising exceeds the value of countless printed advertisements. That is why we are determined that every Oakland-Pontiac owner shall enjoy

satisfactory motoring.

"Equally important to the success of an automobile manufacturer is a prosperous dealer organization. We are giving Oakland-Pontiac dealers a tremendous amount of help. Service, sales and accounting experts are at their call to assist in solving any problems that may arise. Nor are we going to be content with mediocre dealers. This is a business requiring hard, consistent work.

"We are not 'crowding' our dealers, We have informed them that we measure their success not by the number of cars they sell, but by the percentage of net profit which they earn. Under no circumstances will we force cars upon them, nor will we urge them to overtrade in used cars in order to obtain profitless new car vol-No manufacturer is stronger than his dealer organization. Naturally we are helping our dealers to develop maximum strength.

"We believe that Oakland is building its future on solid foundations. If we advertise intelligently and look after the interests of our car owners and of our dealers, we believe that our own interests will look out for

themselves."

Oil Burner Growth Outranks Motor Car

The close of the first decade in the oil heating industry has revealed that the sale of domestic oil burners outstripped the sale of automobiles during a similar period in the history of the motor car, the Oil Heating Institute, New York, announced this week. The number of homes equipped with oil burners increased from 12,500 in 1920 to 654,000 at the end of 1930, or 5,132 per cent. The number of passenger automobiles, on the other hand, rose from 14,800 in 1901 to 619,500 in 1911, or 4,086 per cent. Both periods represent the first commercial decades in these two industries.

Boosts Advertised Brands

Iowa Daily Press Association, Council Bluffs, has inaugurated a campaign in twenty-seven markets of the state on behalf of advertised brands.

Fundamentals

Overtones

Advertisements have to be as different as the products they sell. But through all that we produce—whether they run in the Rural New Yorker or in its more sophisticated namesake—may be distinguished the thread of our fundamental belief that human beings are, by and large, simple, honest, sincere and worth-while.

This conception of humanity pretty well dictates the kind of thing one must produce to convince people. It makes us look with doubt at advertisements which have only admiration-provoking tricks or cleverness that shines for its own sake. It makes us think more of matter than of manner. It teaches us to look before we leap, and it encourages us to keep on along lines which have once been decided upon.

Our clients stay with us over long periods of years while we help promote their sales in this manner. The same attitude will be found in all fourteen McCann-Erickson offices, on both sides of the world.





McCANN-ERICKSON

INCORPORATED

ADVERTISING

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • DENVER
SEATTLE • LOS ANGELES • TORONTO • MONTREAL
VANCOUVER • WINNIPEG • LONDON • PARIS • FRANKFORT • M. M.

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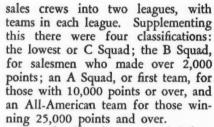
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Here is a simple football contest plan which embodies several unique features. The promotion of this competition brought Electrol's 1930 sales volume beyond that chalked up in 1929.

BY SIDNEY HARVEY

Electrol, Inc., New York City



To make the salesmen put their best foot forward at the very start of the campaign, the highest ratio of points per burner sold were offered during the first two weeks' period, with a slid-ing scale down to the finish of the campaign. Thus the salesmen were

given, from

	Credits per bur
September 1-15	. 500
September 16-30	
October 1-15	
October 16-31	. 430
November 1-15	420
Marramban 16 20	410

Though the sliding scale of points ran counter to the difficulty of selling, it being harder to sell in November than in September, it helped immeasurably in the mechanics of handling the contest. Formerly when the sliding scale increased as it became harder to sell, salesmen held back their orders in order to gain greater credit. This practice made it difficult for the sales promotion manager, who had no direct control of dealer salesmen, to get live information about campaign results in his weekly bulletins. With the new sliding scale running counter to the difficulty of selling, the sales promotion manager got immediate notification of sales from dealer salesmen. Also the production manager was better able to chart his course and keep down his inventory.

To help the salesmen in their prospecting, both direct mail and newspaper advertising were used, depending upon local conditions. Newspaper advertising was run in Boston; Lincoln, Nebraska; Council Bluffs, Iowa; New York and Minneapolis. The dealers paid for half the campaign. In New York, for instance,

seven two-thirds-page advertisements, once a week, in one paper, proved excellent morale builders for the salesmen. Every morning salesmen were supplied with reprints of the latest advertisements. They used these in many cases to start their solicitation. Practically every dealer salesman used up his daily supply.

Where some dealers employed direct mail, a campaign of four two-color booklets bore the load. Each of these booklets contained the reply card for the call of a salesman. A cartoon style of illustration brightened these booklets. The copy was light and not

statistical.

The contest was merchandised to the dealer salesman by means of an initial folder and large wall chart. Each contestant was given a miniature football player, on which his name was written, to be used to mark his progress to the different grades of teams during the course of the contest. Weekly mimeographed bulletins with cartoons told the status of the contestants, the leagues and the team captains, and high man in each office. In order to supervise the work of the salesmen and assure rapid handling of the details, each salesman sent copies of his contracts to the sales promotion manager at the Electrol office. The receipt of such a contract was required before points could be credited.

The Boston group, which won the contest, was 17 per cent over the normal times quota. Seattle, which came in second, was slightly below its quota, but this quota had been set unusually high, almost 40 per cent above the 1929 quota. Minneapolis went over its quota 13 per cent, even though it had operated only one year as a

Because salesmen began to lag at the end of October after their two months of hard work, a special offer was made during November. For any salesman who sold four burners, double credits were issued. Forty per cent of the dealer salesmen won this offer.

UFFICIENT sales volume to put the company ahead of 1929 resulted from the three months' Football Sales Contest held by Electrol, Inc., from the first of September to the end of November.

Selling a high-priced specialty costing from \$500 up, at a price from \$50 to \$150 higher than many competitive makes, Electrol "Footballers" defeated the mythical "All-Depression Eleven" by aggressive merchandising of dealer salesman calls and newspaper and direct mail advertising.

One of the reasons for the success of the campaign was the use of merchandise prizes rather than cash awards to stimulate the dealers' salesmen. The effectiveness of merchandise prizes was first established in last year's fall contest, when sales for November, December and January exceeded those of the similar months of the previous year by 87, 225 and 250

per cent, respectively.

Except for the top prize, which was a trip to Bermuda or New York, merchandise prizes were listed and illustrated in a catalog sent each contestant at the start of the campaign. In order to prevent salesmen from pooling their points in order that one of their colleagues might get a special prize, no prizes were offered for the competition of one salesman against another. Spirit of rivalry was made use of in another way by dividing the dealer's

350,000 Families

Here in factual averages and totals is the 1931 buying program of 350,000 TIME-reading families. Let manufacturers ponder well its implications.

In this group of 350,000 families, buyer waits for seller. To advertise now to this clientele is to give these people facts they are already seeking for the fulfillment of their wants.

But chance acquaintance in far fields is not enough. How much and what specific merchandise these families will actually buy depends largely on how well and how often advertising has filed in their memories the advantages of given products.

Advertising concentrated in TIME's well-read pages can convert these already planned purchases into actual sales... Because TIME subscribers are not merely subscribers; they are regular cover-to-cover readers.

To Manufacturers:

TIME will be glad to send detailed reports of its buying plan questionnaires as they apply to your product . . . Write the Research Department, TIME, Inc., 205 East 42nd Street, New York City.



These same cover-to-cover TIME readers, as executives, will also control billions of dollars of industrial purchases during 1931.

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Mr. Hall Suggests that Publishers Form One Association

EDITOR'S NOTE: In publishing letters from our readers we feel constrained to refrain from "editorializing" for or against the parties being quoted. After all there is a virtue in free expression, be what is said for better or for worse. We print Mr. Hall's letter for whatever our readers may think it is worth. We have reason to believe that Mr. Hall thinks that magazines in the sales and advertising field are afraid or at least fearful of publishing the story about his "pet peeve." In that at least he is wrong. SALES MANAGEMENT has promised its readers to be an open forum, and such it will be.

Editor, SALES MANAGEMENT:

This item, from a recent issue of your

magazine, compels attention:
"Executives of large trade associations are complaining that too many small associations are in existence, thereby prevent-ing results that might be achieved in Washington and elsewhere by a more solid The smaller ones are criticized also for rendering incomplete service and so hurting the trade association cause. Mergers are strongly recommended."

Admirable suggestion! But have busi-

ness men foresight and courage to act on You are broadminded enough to publish the item, but are you publishers, or-ganized in four or five different groups all closely related so far as the main purposes of your association are concerned, willing to consolidate?

I fancy that, with almost the speed of an echo, will come the demurrer that represent different classifications of publishers, we face different conditions, and each group has some objects different from those of the other groups." Quite so. Every trade organization in the country, big or small, can offer a similar objection to consolidating or merging. Purging and merging is usually sad business. The facts remain that you publishers have many common interests and that joint conferences and action would not only be more economical but be much more concentrated Take, as a single example, and efficient. a united front with respect to postal rates.

Consider the economy in organization, even though the merger would probably mean a much larger single staff than now exists. Weigh the saving in rental, in office equipment. Think of the greater potency of a single voice representing the principal periodical interests of the country. How you would gain by submerging your partisanship and petty jealousies as controllers of advertising media and by giving expression to broader points of view! How inspiring it would be to look upon all the publishing lions and lambs lying down and around together under one strong cooperative association roof! result might be a lessening of those biased claims of "best medium" for all advertisers, and the economies effected might even permit a slight but helpful reduction in advertising rates in this sluggish business

You could consolidate your scouting as

to advertising prospects, your disseminating of market data, your reporting to members and could eliminate a great deal of duplica-tion of effort. Your present "separate tion of effort. Your present "separate franchise system" of recognition of advertising agents would, of course, pass into the discard. Agents would not be compelled to win four or more different kinds of recognition by delivering business to the various groups and would be relieved from that very delicate position many now oc-cupy of possibly losing some of their recognition-franchises by failure to deliver business consistently to each group.

Think of the situation today when one of the most powerful publishers does not take as final the recommendation of even his own association, but puts it up to every agent that he must win that individual publisher's favor by special delivery of

No, I do not now believe, and I never have believed, that the commission-paying system—followed by most of the publishers—ought to be eliminated. The advertising agencies of this country have demonstrated their right to exist, and those of us who have been in agency practice a long time know that the commission plan is absolutely essential to the existence of the efficient agency organization as we see it

But as long as the publishers see fit to remain the employers of the agencies, they should see the folly of being competitive employers of the same agents. It's hard enough for the advertising agent to serve two masters. When his publisher-master is a group of four or five competitors, the situation is harassing or worse. I found it so in my experience operating a modest agency, and when two organizations dropped me because of my inability to sell their space to the extent of their expectations, I dropped out of agency practice rather than conform to what I regarded as a narrow, autocratic attitude. The Con-solidated Periodical Publishers' Association, as we may call it, could investigate advertising agencies on the most judicial basis -could rate them financially, determine experience and ability, gage their ethical standards and their constructive trend and report to all members as openly and broad-ly as the Audit Bureau of Circulations reports on circulation. No agent would ever be cut off solely because he wasn't using some one group of publications. Confidence between agency and client would be increased, as would also confidence between publisher and advertiser.

I have heard the objection that a move

of this kind would put too much power in the hands of a single organization to regulate the destinies of advertising agencies. Why so, if the research and the report to all groups of publishers were as broad-gaged as the procedure of the A. B. C.? Members would still be free to use their judgment on the facts submitted by their broad-gaged association.

Think of the saving to agencies of making one financial report to one great periodical organization instead of four or five reports as now required.

National advertisers representing many different groups and a great diversity of interests are organized in one large association. Separate committees handle the special interests and problems of the inner groups. Each group gains something by the close association with other groups. The automobile group does not seem to be disturbed by being in the same association with the building-material group, though both are engaged in campaigning for the same consumer's dollar.

I'm well aware that I am touching a very delicate subject that may possibly be regarded as belonging on the "forbidden" list. But it seems to me that these are days when we can afford to look at overlapping and wasted effort with clear eyes. If it seems well to you to deny publication to this expression of view, I shall grin and shed no tears. Anyhow, I am in sales practice these days. Sales practice is an open target for all who have arrows to let fly; though shot up a bit now and then, sales practice goes merrily on without apparent damage. Every year and everywhere it seems to be getting better and better—a la Coue. Advertising practice and publishing practice, on the other hand, have ever been "sacred cows" to a large have ever been "sacred cows to a maje extent and must needs be guarded vigilantfact does not seem to be greatly to the credit of advertising and publishing prac-tice, but it gives a critic like Stuart Chase wide-open opportunity to comment on how well "policed" the pasture is.

Maybe you, as a publisher with a decided leaning toward the sales field, will be bold enough to permit the publication of this nervy suggestion that the publishing associations set a good example by submerging partisanship and merging for sounder business promotion—which, after all, is the ultimate aim of most advertising. If such a joining of hands comes to pass, then I'd dare to hope for the day when our business magazines will stop "making whoopee" about how many advertisers are going to swell their advertising appropriations and give space occasionally to some

item reading about as follows:
"Jones Manufacturing Company announces that its advertising appropriation for the coming year will be about 10 per cent lower than it was last year, but also announces that improved plans are expected to bring a substantial increase in busi-

ness."
By that time we will be distinguishing between the promoting of "the advertising business" and the forwarding of "the advertiser's interests." Many do not now recognize or admit that difference.—S. Roland Hall, sales manager, Charis Corporation, Allentown, Pennsylvania.

Prepare Furniture Guide

"How to Judge Furniture" is the title of a booklet to be published in March by the National Committee on Wood Utilization, of the Department of Commerce, Washington, as a manual for the homeany

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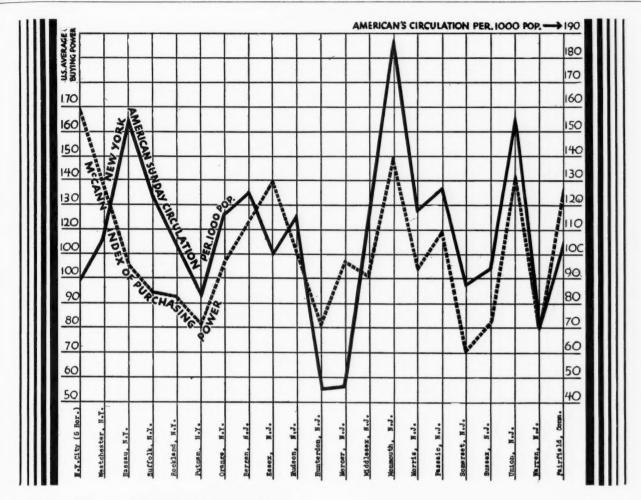
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In the New York Suburbs

48 OUT OF 100 BUY IT

A DVERTISING men living in New York suburbs have needed no statistics to tell them what the trend of population is. They know from the number of times they miss getting train seats these days.

And they probably do not need a re-statement of the very interesting circulation situation in the suburbs because it is given on Page One of every A B C Report. But, advertising being what it is, it is worth while repeating a fact that every manufacturer selling in New York should never lose sight of:

48 out of every 100 suburban families who buy a standard size Sunday newspaper buy the Sunday American.

Note how the Sunday American circulation ratio parallels pocketbook capacity as shown by the McCann Buying Power Index of the New York market.

And, incidentally, though the A B C marks volume of circulation in every town, the American has prepared maps of important suburbs showing names and addresses of homes where newsdealers deliver the American every Sunday.

If you are selling products to families of the type automatically selected through their preference for standard size papers, here is a market of 302,265 living rooms where your product should have a chance to sell itself—and where the American can help you do it.



Nationally represented by Paul Block and Associates

Change in Dry Law Would Revive Business, Say 1,280 Executives

Revision of the Federal prohibition law would do more than any other political or economic factor to bring back prosperity, in the opinion of 1,280 of 2,304 business executives who responded to a recent questionnaire of the Sherman Corporation, business and management engineering organization of New York, Chicago and Toronto.

Reduction of taxes, stimulation of public works, improved sales and merchandising methods and reduced operating costs ranked second to fifth on the list. Increased advertising was third from the lowest among the

twenty factors.

The factors were divided into two groups—those dependent on governmental action and those on private initiative. Each contributor was asked to check the one he considered most necessary to put into effect in order for business to move ahead. Opportunity was provided for comment by those contributing to the study.

With reference to changes in the prohibition law, it was pointed out by some executives that as many as 2,000,000 workers could be given employment by legalizing the manufacture and sale of liquor; surpluses of grain would be consumed; a source of revenue reopened, the proceeds of which would reduce the burden of taxation, and that criminality and racketeering would be dealt a severe blow, thus removing a factor which has injured many lines of business.

In this connection, John F. Sherman, chairman of the board of the corporation, pointed out, it should be noted that prohibition was carried on the list "at the request of many of our clients and friends. We had no axes to grind -in fact, it has been somewhat of a surprise to us to learn that business men of this calibre seem to rate prohibition as a major economic issue." Comments on plans to restore buying power through "buy now" movements were generally to the effect that consumers cannot buy if they have nothing to buy with, and that retail stocks are being kept so low that consumers who would buy have not an adequate choice of merchandise.

"Revision of sales and merchandising plans" was outstanding in the factors of individual initiative believed to be needed. The development of new products and improvement of present products and packages, it was thought, would also prove helpful. Lower wage rates were not popular.

Certain executives wrote in detail to elaborate on their plans and opinions. Among these were Newcomb Carlton, president of Western Union; E. M. Herr, vice-chairman of the Westinghouse Electric & Manufacturing Company; Samuel M. Vauclain, chairman of the board of Baldwin Locomotive Works; B. A. Rowe, president, W. T. Grant Company; Albert H. Morrill, president, Kroger Grocery & Baking Company; George M. Verity, chairman, American Rolling Mills Company, and C. M. Chester, Jr., president, General Foods Corporation.

Among the methods which his company has found effective, Mr. Chester mentioned, a "continuance of our aggressive advertising program" and the "perfection of a nation-wide inventory plan which discloses any gaps in the distribution system each month."

The factors, with the number of executives favoring them, follow:

Volstead Act	1,280
Reduction of taxes	1,142
Public works	1,117
Sales and merchandising	1,028
Operating costs	1,027
New products	1,025
Tariff	1,007
Anti-trust laws	993
Liberal buying	982
Trade association practices	980
Intensified management	872
Manufacturing procedure	857
Lower retail prices	826
Shorter working hours	742
Commercial bank loans	615
Mergers	568
Excessive raw materials	511
	511
Advertising	
Lower wage rates	425
Gold reserves	373

Marshall Pierce Company has just issued a new catalogue of suggestions for sales campaigns, in which merchandising prizes are involved.

Hotel Becomes Showroom of Local Manufacturers

Robert Gould, proprietor of the Newport House, Newport, New Hampshire, hotel, has transformed a section of the lobby into a permanent exposition of locally manufactured goods, including curtains, automobile robes, cheese and Billy B. Van's Pine Tree products.

Orders are taken from guests and hotel men, Mr. Gould quoting manufacturers' prices and undertaking deliveries. He plans soon to circularize the entire hotel trade of the country.

Perfect Neon Lights for Use on Factory and Home Cacuits

Application of rare gas tubes, commonly known as neon tubes, to operate on standard 110/220 volt electric current for commercial, industrial and special residential lighting purposes, has been developed by Claude Neon Lights, Inc.

Special high powered units of greater intensity will be used for industrial

lighting.

Laboratory tests and actual installations show the light from these new low or standard voltage tubes to be "non-glaring and unusually soft, due principally to better distribution which eliminates high shadows and reflections."

Leroy P. Sawyer, vice-president of the company, explained. The experiments have also been successful in a reduction of as much as 40 per cent in radiated heat.

A light which approximates daylight quality is now attainable in any size

Swift to Market Canned Fruits and Vegetables

The first step of any of the four leading packers to widen the scope of their activities as the result of the recent modification of the Packers' Consent Decree has just been taken by Swift & Company, who announced this week that it will soon introduce lines of canned fruits and vegetables under the Swift brand.

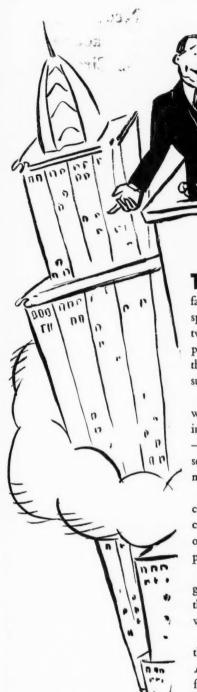
"These will be distributed to the retail dealers through our existing branch houses and over existing car routes by our force of salesmen," explained Louis F. Swift, president.

Edward C. McDougall, president of Libby, McNeil & Libby, who has distributed canned fruits and vegetables for some time, denied reports that Swift & Company were to distribute its brands.

N. B. C. "Sales" Rose \$7,000,000 in 1930

Gross revenue of the National Broad-casting Company for 1930 was more than \$22,000,000, an increase of about \$7,000,000 over the previous year, M. H. Aylesworth, president, reported to the company's advisory council at New York this week. There were 263 sponsors using its facilities during the year.

Six stations were added to the company's three networks in 1930, bringing the total to seventy-four.



Nobody knows the trouble we've seen

THERE was the representative of the manufacturer of two-dollar a pound candies, who spent twenty-four days in New York, opened twenty-three new outlets, and thought he had the place sold up—until we showed him literally thousands of outlets for his product that he never suspected.

And there was the advertising manager who was sent on to start the advertising, and reported in alarm that the company had no distribution—because he couldn't find the product on Fortysecond Street; although a half-million units per month were being sold here!

And there was the firm with the five-cent candy specialty, which wanted to add freight costs to its jobbing price—making a jobber price on a par with the dealer price of competing products!

And there were the Englishmen who were going to open a manufacturing branch and give their entire distribution to a competitor—who was strong in chain stores only!

And there was the drug store product with the high hat, which was distributed in the Park Avenue sector; and its maker sat down to wait for business—until we took his salesmen by the hand and led them down to the lower East Side where eight times as many outlets per man per day were opened!

And the high-priced hosiery line, which much to its maker's astonishment, was enjoying its best distribution and sales among the dusky belles of Harlem.

HUNDREDS of manufacturers come to New York every year, and apparently we learn most of their problems. There are the nibblers who feel out of place, and wait. And there are those who want the dealer to carry the bag until the business grows. And there are the chaps who put it over big in Sioux City and want to take this town the same way. And there are the sales representatives who merely represent and wait

for the orders to come in. And there are the conscientious stalkers who sell all over outside the market and in years hence hope to sneak up on it. And there are the well-financed, well-organized, circus-promoted products which flop ingloriously; and the little fellows who come out of a back room somewhere and mix a lot of faith and hope and enthusiasm with a lot of footwork and a little advertising—and build big businesses.

We've seen all kinds, and listened to their stories, and learned from their case histories. And in all modesty we think we know our market just a little better than anybody else.

Because after all, New York is a News market. Two out of three city families are our customers; and one out of five families in the suburbs. The largest circulation in America is also the largest in New York.

And after ten years, New York retailers know what The News means when News advertising is with a product! The dealer knows that News advertising means action, because The News reaches most of his customers—wherever and whatever kind they are.

And we know further that beside circulation, the visibility of the small News page makes advertising seen, makes advertising work.

So if you are coming to New York—or have come here and don't seem to be getting as much as you should out of this market, or want to get more—better think very seriously about enlisting the aid of The News in your efforts!

Remember, too, that The News was the only newspaper in New York—and one of the few in the country—to show an advertising gain for every month in 1930! Advertisers made this record for The News—only because The News makes records for its advertisers!

THENNEWS

NEW YORK'S PICTURE NEWSPAPER 220 EAST FORTY-SECOND STREET, NEW YORK Tribune Tower, Chicago & Kohl Bldg., San Francisco

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Advertising Ratio to Sales Highest in Drug Field, A. N. A. Reports

The ratio of the advertising budget to the sales volume of 506 companies analyzed in a book on "The Advertising Budget," just published by the Association of National Advertisers, New York, varied in 1930 from 19.6 per cent in drugs and toilet articles to 1.1 per cent in financial and insurance.

Of twenty-one business classifications, drugs and toilet articles showed by far the largest advertising appropriation in relation to sales volume—the proportion being approximately three times as large as for paints and varnishes, the next highest classification. Even so, the 1930 ratio was 1.6 per cent smaller than for the same companies in the drug field in 1929.

Eight of the classifications—office equipment and supplies; hardware; agricultural equipment and supplies; leather and shoes; building materials and construction; metal, machinery, etc.; industrial and financial and insurance—showed a higher ratio of advertising in 1930 than in 1929.

The twenty-one groups last year ranked as follows: drugs and toilet articles, 19.6 per cent; paints and varnishes, 6.4 per cent; chemical and allied manufacturing, 6.1; electrical and radio, 5.9; jewelry and silver-ware, 5.7; food, 5.6; office equipment and supplies, 5.3; hardware, 4.7; travel and transportation, 4.6; household equipment (other than electric), 4.5; agricultural equipment and supplies, 4.1; clothing, 3.8; furniture, 3.7; automotive, 3.5; leather and shoes, 3.2; textiles, 3.0; building materials and construction, 2.8; paper and paper products, 2.6; metal, machinery, etc., 2.5; industrial, 2.3; and financial and insurance, 1.1 per cent. Paper and paper products, with 14.2 per cent, showed the highest proportion of administrative overhead expense in the advertising budget, and drugs and toilet articles, with 4.3 per cent, were lowest.

Agricultural equipment and supplies, with 10.1 per cent of the budget, had the highest advertising production costs and financial and insurance, with 3.3 per cent, the lowest.

Twenty-nine per cent of the appropriation of fifty-two companies in the automotive field is devoted to magazines, the report showed; 18.6 to newspapers; 9.8 to direct mail; 8.9 to outdoor; 8.6, trade papers; 6.6 to dealer helps; 5.8 radio; 5.4, sales and

service literature; 4.8, industrial publications; 3.2, conventions and exhibits; 2.0 per cent, house organs; 1.8, price lists and internal publications; 1.4, motion pictures; 1.3 publicity.

In drug and toilet articles, magazines received an even larger share of the budget. Of the aggregate budget of fifty-three companies analyzed in this field, 40.5 went to magazines; 25.1 to newspapers; 17.9, free goods; 7.7, dealer helps and displays; 6.8, radio; 6.4, car cards; 4.5, direct mail; 4.3, outdoor; 3.2, trade papers; 2.6, house organs; 2.4, sales and service literature; 2.2, premiums; 1.8, price lists and internal publications; 1.6 per cent, publicity; and 1.4, conventions and exhibits

Of the forty-four food companies, 37.4 per cent went into magazines; 31.4 newspapers; 11.3, dealer helps and displays; 10.1, outdoor; 10.0 sales and service literature; 7.8, radio; 7.1, free goods; 5.0, premiums; 4.0 car cards; 3.3, direct mail; 1.8 house organs; 1.7, trade papers; 1.3, conventions and exhibits.

Of forty-eight electrical and radio companies the proportion was: magazines, 32.8 per cent; 20.4, newspapers; direct mail, 9.7; industrial publications, 9.4; radio, 9.1; dealer helps and displays, 7.5; sales and service literature, 5.8; outdoor, 5.4; trade papers, 5.0; motion pictures, 3.8; house organs, 2.7; conventions and exhibits, 2.3; price lists and internal publications, 1.9; and publicity, 1.2 per cent.

Of 140 companies using radio as an advertising medium, 50 per cent increased the expenditure in radio advertising in 1930 over 1929, as compared with 24 per cent that reduced or discontinued the radio expenditure during the same period. The remaining 26 per cent maintained the sale appropriation in both years.

One important advertising classification, tobacco, is not included in the

The book was prepared under the direction of the advertising budget committee of the association, of which William A. Hart, advertising director of E. I. du Pont de Nemours & Company, Inc., Wilmington, is chairman. Members of the committee are Robert V. Beucus, of Jergens-Woodbury Sales Corporation; A. N. Cook, Bigelow-Sanford Carpet Company, Inc.;

C. L. Forgey, Berry Brothers, Inc.; C. C. Gray, B. F. Sturtevant Company; Harold W. Harney, Dennison Manufacturing Company; Shelby C. Jones, James S. Kirk & Company; J. N. McDonald, Anaconda Copper Mining Company; C. D. Proctor, Remington Rand Business Service, Inc., and R. L. Twitchell, Carnegie Steel Company. Paul W. Atwood of the A. N. A. headquarters staff assembled the material.



A. A. Engstrom

Engstrom Will Direct Pierce-Arrow Sales

A. A. Engstrom, general manager of the Continental Motors Corporation, Detroit, has been appointed general sales manager of the Pierce-Arrow Motor Car Company, Buffalo, to succeed D. J. Willoughby, now vice-president and general manager of Pierce-Arrow Sales Corporation, factory distributing and retail branch, New York.

Mr. Engstrom has been associated with the automotive industry since 1905, when he became an auditor of the Buick Motor Company during the early regime of W. C. Durant. He has been with Continental since 1912.

W. P. Fuller & Company, paint manufacturer, San Francisco, has appointed Ralph M. Grady sales manager of the Portland Oregon, branch.

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For the 17th Consecutive Year Among the First Three Leaders of the World in Advertising

CONTINUING its pace of 16 years of leadership, The Detroit News during 1930 again won a place among the first three newspapers in the world in advertising, being second only to the New York Times, a medium in a city many times the size of Detroit.

This great attainment could be reached only through the correspondingly great ability of The News to bring advertising results.

Put your Detroit district quota over the top by concentrating your advertising appropriation in The News. In this manner you may use dominating space and cover 91% of the financially able homes in Detroit at a single advertising cost.

The Detroit News

THE HOME NEWSPAPER

New York: I. A. Klein, Inc. Members 100,000 Group of American Cities

Chicago: J. E. Lutz

Marine Midland Banks Find Sixth of U. S. Wealth in N. Y. State

With a population of 12.8 per cent of the nation's total, the New York State business area has nearly 17 per cent of the wealth, the Marine Midland Group, Inc., an organization of sixteen banks with sixty-nine banking offices in New York State, points out in a book on "Profitable Selling in America's Greatest Market," which



has just been prepared in cooperation with Batten, Barton, Durstine & Osborn, Inc. Kenneth Osborn Smith of that agency supervised preparation of the material.

The buying power of New York State market, which also includes tributary areas of Northern Pennsylvania and Northern New Jersey, is larger than that of the Pacific Coast states, the Rocky Mountain states, and Texas and Oklahoma combined, the survey explains

The territory has been divided into nine buying areas, the centers of which are Buffalo, Rochester, Elmira, Syracuse, Binghamton, Watertown, Utica, Albany-Troy and New York City. The respective areas, with their percentages of the total population, consumer market, industrial market and farm market for the total country, are

shown in the table below.

Shading brings out the nine buying areas into which New York State has been divided by the Marine Midland study.

Beal Heads Lycoming

W. H. Beal has been promoted from vicepresident and general manager to president of the Lycoming Manufacturing Company, motors, Williamsport, Pennsylvania, to succeed John H. McCormick, resigned. Mr. Beal started with the company in the sales department twelve years ago.

New York Area's Percentages of Country's Totals

		Consumer	Industrial	Farm
Buying area		Market	Market	Market
New York City .	9.183	12.440	16.285	2.070
Buffalo		1.214	1.952	.629
Albany-Troy	739	.868	.921	.531
Rochester	569	.672	1.088	.485
Syracuse	457	.546	.660	.445
Binghamton	274	.312	.297	.475
Utica	225	.267	.369	.173
Watertown	204	.223	.258	.385
Elmira	147	.147	.149	.211

Cities Seeks Richfield to Develop National Market Facilities

Cities Service Company, New York, may soon become the third organization in the American oil industry to achieve virtually nation-wide distribution of its gasoline and oil products as the result of an offer made this week by Henry L. Doherty, president, to stockholders of the Richfield Oil Company of California, now in receivership, to exchange one share of its common for four of Richfield.

Cities Service would accept only 500,000 of the 2,000,000 shares of Richfield common outstanding. It is believed that Cities Service already controls at least 500,000 shares, which, with the additional stock acquired on this basis, would give it control of this \$150,000,000 company. With assets of more than \$1,000,000,000, Cities Service is now retailing gasoline and oil in twenty-six states through 5,000 exclusive retail outlets. Acquisition of Richfield would extend its operations to the Pacific Coast.

At present only two oil companies— Texas and Shell—now market their gasoline and oil products in every state, although Vacuum, a member of the Standard Oil group, has been selling oil products nationally for a number of years and more recently has developed its own extensive filling station organization, which is also handling gasoline.

Several other large oil companies among them Standard Oil Company of Indiana, Prairie Oil & Gas Company, the Union Oil Company of California (subsidiary of the Shell Union Oil Company) and the Tidewater Associated Oil Company—have also entered bids for Richfield.

Talkie in Color Boosts National Lamp Works

"Stepping Ahead," the first all-color, all-talking motion picture for use in industry, had its premiere at the General Electric Lighting Institute at Nela Park recently. The two-reel picture illustrates the merchandising program of the National Lamp Works for 1931, and presents the potentialities of the lighting market.

It was produced by the industrial division of Multi-Color, Ltd., Chicago—the scenes being taken in California, New York City and in the G. E. film laboratories at Schenectady.

More than \$700,000 worth of cars were sold on the floor during the Boston Automobile Show, January 17-24.

1931

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THE ESTATE STOVE COMPANY

CABLE ADDRESS "NAQUET"

Estate

COOKING & HEATING
APPLIANCES
FOR COAL, WOOD, GAS & ELECTRICITY
HAMILTON, OHIO

SUCCESSOR TO F.B.L. KANN & BROS. HOUSE FOUNDED IN 1845

Saturday February 1 1930

Mr. John L. Clark, Commercial Manager, Station WLW, Grosley Radio Corp., Cinc innati, Ohio.

Dear Mr. Clark:

I think you will be ifferested in seeing the attached map of coverage secured by the five radio stations on our list. This map was prepared from the stations' one estimates.

The big yellow circle which apreads over about two-thirds of the U.S.A., through a commiderable section of Canada, and out into the Atlantic Ocean and the Gulf of Mexico, represents WLW.

ALL DROCKS AND CONTRACTS SOLICITED BY ANY REPRESENTATIVE OF THE ESTATE STOVE COMPANY ARE SUBJECT TO APPROVAL BY ONE OF ITS EXECUTIVE OFFICERS.

Offhand, this looks like a pretty big claim for one station. However, there is no lemghing off the fact that a single broadcast of our Heatrolatown progress from your station brought ever three thousand post cards and letters from forty-four states. Just to give you an idea of the geographical distribution, there were seventy-nine responses from a state as renote as North Dakota.

Merchandiaing Manager
THE ESTATE STOVE COLPANY

Walter S. Rowe/LJM

THE ESTATE
STOVE
COMPANY
CLAIMS
NATION-WIDE
COVERAGE
THROUGH WLW

"Heatrolatown," sponsored by the Estate Stove Company, has been an exclusive WLW presentation for three years.



WRITE FOR THE NEW
WLW BROCHURE

THE NATION'S STATION

THE CROSLEY RADIO CORPORATION

Grunow Quits Majestic; Grigsby Takes Charge in Reorganization

W. C. Grunow, one of the founders and more recently president of the Grigsby-Grunow Company, manufacturer of Majestic radios, Chicago, retired as active head of the company last week as a result of a series of disagreements between him and B. J. Grigsby, co-founder of the company. Mr. Grunow is succeeded by Mr. Grigsby, chairman, as active head of both the Grigsby-Grunow Company and its affiliated Majestic Household Utilities Corporation. Don M. Compton becomes vice-president and treasurer of both companies, and Vernon A. Collamore, formerly sales manager of the Radiola division of the Radio Corporation of America, general sales manager.

The Grigsby-Grunow Company, which in 1929 was said to be the largest radio set producer in the industry, with a sales quota in that year of about \$100,000,000 and an advertising appropriation in excess of \$6,-500,000, experienced financial reverses following the stock crash. been reported several times recently that one or another of the large eastern radio manufacturers, including Radio Corporation and General Motors Radio, were contemplating acquiring Grigsby-Grunow, to utilize its extensive factory as a Chicago "plant." It is known that offers were made to General Motors Radio, but believed that no agreement has yet been reached. Bankers have been in charge of the company for some time.

Dauchy Agency Moves

The Dauchy Company, New York agency, has moved to the Central Hanover Bank Building, 271 Church Street.

User Gets \$108 "Profit" from Her Frigidaire

One hundred and eight dollars "profit" through the use of an electric refrigerator is reported by Mrs. Edward Minovitz, Cincinnati, a "typical user" of Frigidaire, in the current issue of the *Frigid Era*, of the Frigidaire Corporation, Dayton.

Mrs. Minovitz figured her savings through spoilage elimination, at \$1.50 a week, amounted to \$78 a year; savings through quantity buying, \$1 a week, or \$52; savings over ice, \$3 a month, or \$36 a year—a total of \$166 annually. Subtracting the list price of her Frigidaire, \$390, from the \$498 saved in three years, Mrs. Minovitz estimated her "profits" in this period as \$108.

Masonite Corporation Promotes Executives

Masonite Corporation, Chicago, has appointed John P. Gillies general manager, R. G. Wallace director of sales and advertising, and Frank L. Campbell sales manager.

Mr. Gillies until recently was vicepresident of the Utilities Gas & Electric Company, Chicago; Mr. Wallace general sales manager of the corporation, and Mr. Campbell manager of Congoleum-Nairn, Inc., at Chicago.

RCA-Victor Promotes Baker

I. R. Baker has been appointed manager of broadcast transmitter sales of the RCA-Victor Company. Mr. Baker joined the company two years ago as a member of the broadcast transmitter sales section. Previously he was engaged in similar work with General Electric Company.



Triscuit is another product which has recently come out in a new dress.

The re-designed package is a striking blue.



INTERNATIONAL TELEPHONE & TELE-GRAPH CORPORATION, and subsidiaries, including the Postal Telegraph-Cable Company, New York, to Marschalk & Pratt, Inc., New York City.

CHRYSLER CORPORATION, PLYMOUTH MOTOR CORPORATION, DCDGE BROTHERS, INC., and DE SOTO MOTOR CORPORATION, Detroit, European advertising, and AMITY LEATHER PRODUCTS COMPANY, West Bend, Wisconsin, to Erwin, Wasey & Company.

ATLAS DROP FORGE COMPANY, Lansing, Michigan, crankshafts and other forgings for automotive, aircraft, tractor and marine industries, to George Harrison Phelps, Inc., Detroit.

FORTNUM & MASON, New York (formerly Fortmason—British Boots, Inc.), shoes and sports wear and food products, to Lyddon, Hanford & Kimball, New York.

BANK OF AMERICA NATIONAL TRUST & SAVINGS ASSOCIATION (consolidation of Bank of Italy and Bank of America of California), to Hamman-Lesan Company, San Francisco. Effective April 1. Newspapers, magazines, trade and class publications, outdoor and radio.

TRACKSON COMPANY, Milwaukee, full-crawlers and tractor equipment, to Dyer-Enzinger Company, Inc., there.

NATIONAL RESTAURANT ASSOCIATION, to George Harrison Phelps, Inc., Detroit. Educational program among members and restaurant suppliers as basis for national cooperative campaign.

TURNER AND SEYMOUR MANUFACTURING COMPANY, Torrington, Connecticut, Blue Whirl egg beaters, Blue Streak can openers and other home products, including sash chain and drapery hardware, to Smith-Patterson-Allen, Inc., Hartford.

SCANDIA JOURDE CORPORATION, Paris and New York, beauty preparations and home treatments, to Arthur Hirshon Company, Inc., New York City. Magazines and class newspapers.

NASALETS, INC., New York, new cold specific, to Street & Finney, Inc., there. Newspapers.

LION CHAIN COMPANY, INC., Chicago, automobile tire chains, to Arthur R. Mogge, Inc., there.

GENERAL ELECTRIC COMPANY, Bridgeport; FIBRE CONDUIT COMPANY, and WALKER BROTHERS, New York; NATIONAL ELECTRIC PRODUCTS CORPORATION, Pittsburgh, cooperative campaign of manufacturers of underfloor wiring systems, to O. S. Tyson & Company, Inc., New York City.

PUBLIC SERVICE MILLS, INC., West New York, New Jersey, to Advertising Associates, Newark. Magazines, newspapers and direct mail.



THE "BOOK-OF-THE-YEAR"

Among Southern Advertising and Sales Executives . . .

3RD

ANNUAL REVIEW NUMBER

SOUTHERN ADVERTISING AND PUBLISHING

(MARCH ISSUE)



Informative as to Southern markets, Southern advertising activities and Southern advertising personnel, the "Annual Review" number of Southern Advertising is preserved and used throughout the year as a catalog of helpful data.

No publisher or manufacturer interested in selling Southern sales and advertising executives can afford not to reach this important audience through the advertising pages of this issue.

In addition to the regular circulation of 3,000 copies, there will be a substantial increase in the distribution of this Annual Number—but without any increase in advertising rates.

AMONG OTHER THINGS THE ANNUAL REVIEW NUMBER OF SOUTH-ERN ADVERTISING WILL CONTAIN:

- Directory of Southern Advertisers
- Directory of Southern Agencies
- Directory of Publishers' Representatives
- Review of Southern Advertising Art
- Review of Southern Advertising Copy
- Articles on business and merchandising conditions

EARLY SPACE RESERVATION WILL INSURE BETTER POSITION

Get your order in now, for this important issue. Write for rates and detailed circulation information.

SOUTHERN ADVERTISING AND PUBLISHING
516 Mortgage Guarantee Building, ATLANTA, GEORGIA



ΓELEs, in-Com-Pratt,

1931

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Government in Business

This department, reporting the latest news of interest to marketing executives from government and other authentic sources in Washington, will appear every week in this magazine. It is furnished by the Washington Bureau of Sales Management.

Against Chain Stores

Frankly admitting that his bill (S. 5513), recently introduced in the Senate, has for its purpose the protection of independent operators against the price-cutting of the chains, Senator Nye indicated last week that the measure was framed at the request of independent store owners, oil operators and meat packers. This bill would amend the Clayton Act to extend the judicial arm to include the Federal Trade Commission and give the commission jurisdiction over the cases in which goods are sold at or below cost with the effect of injuring a competitor. It is not thought that the bill has a possible chance of enactment in anything like its present form; but it is interesting as one of the first bills to attempt to regulate competition by preventing sales below cost. It is also looked upon as the forerunner of many bills intended to regulate chain distribution which will be introduced during the next session of Congress.

The Nye Bill is also significant in its principle, since it indicates a possible way of protecting manufacturers against price-cutting by legislating against selling goods at or below cost. It is the opinion of seven of the leading business analysts and economists of Washington that this is the only principle on which resale price regulation can be based, and that contractural price-fixing measures, such as the Capper-Kelly Bill, cannot be enacted into law by the present or any other session of Con-

Anti-Anti-Trust Bill

Legislation proposed by the American Bar Association, which is about to have the attention of Congressional committees, is not likely to furnish any relief from the present restrictions of the anti-trust laws. In the opinion of Nelson B. Gaskill, this bill, if enacted, would simply shift the existing uncertainty of interpretation from the U. S. Supreme Court to the Federal Trade Commission without providing any new or more definite standard of judgment for either body.

Several years ago, as chairman of the Federal Trade Commission, Mr. Gaskill advanced many of the ideas that led to the adoption of that organization's present policy. As a member of the New Jersey Bar, he is one of very few American lawyers who possess a practical knowledge of economics and business practice. For many years he has made a study of price maintenance and other phases of distribution, and is now, among other activities, head of the Lead Pencil Institute.

"If the Supreme Court could be given a clearer specification of what the public interest is in relation to free competition," Mr. Gaskill continued, "and if there could be set up a standard of judgment more definite than that contained in common law decisions, by which the exercise of its

discretion is to be controlled, the uncertainty which is now attached to the antitrust laws would be removed. At the present time, there is no such standard, because there is no authoritative definition of public interest as it is affected by a greater or lesser degree of free competition.

"To ask the Federal Trade Commission to determine in advance whether a restraint of trade is reasonable in its probable effect on the public interest, is to require the commission to make two assumptions: First, its own definition of public interest, and, second, what the future effect of the contract will be. Upon these two assumptions it would discretionally determine the relation between the two. Then the commission-made definition of public interest and its conclusion as to the reasonableness of the restraint involved would either have to be reviewed by the Supreme Court within its present understanding of the meaning of the Sherman Law, or be accepted by the Department of Justice, the Supreme Court and aggrieved individuals, practically as a modification of the Sherman law controlling upon the courts.

law controlling upon the courts.

"For either the exercised discretion of the commission must have some determinative effect upon the exercise of discretion by the Supreme Court as a reviewing body, or the Supreme Court will, upon established precedent, limit the commission in its preliminary exercise of discretion. The Sherman law cannot be liberalized by permitting the Trade Commission to initiate broader concepts of restraint of trade which must finally be subjected to conclusive review by a superior authority acting possibly from a more limited point of view.

"It seems to me that the proposed amendment would only result in a conflict of authority and, unless some degree of finality is attached to the commission's judgment, the scope of liberalization would remain where it is now, in the discretion of the Supreme Court. If a change is to be made, it seems to lie in some statement which will guide and direct that discretion in determining the reasonableness of restraints of trade. And this can be done only by exploring the content of the public interest in free competition."

Antiseptic Advertising

In its effective crusade against obviously false and fraudulent advertising, the Federal Trade Commission is now attacking a few of the large national advertisers. La Lasine International, Inc., of New York, is the latest candidate for the commission's restraining power. Recently, the commission announced that it had ordered this company to cease the implication in its advertising that its preparation, La Lasine, had received Government endorsement, when such was not the case. The commission also ordered the company to discontinue printing on its cartons and in its advertisements words that would indicate the product to be of French origin, when it is

produced in the United States, and to cease using in advertisements statements which directly or indirectly imply that its preparation, when used in the mouth as a mouth wash, instantly reaches every inch of mouth membrane and kills all poisonous decay germs, and that it is a preventive or cure for arthritis. asthma, chickenpox, common colds, diphtheria, influenza, leprosy, measles, smallpox, tuberculosis and a number of other diseases.

JAN

Dealer Helps to Be Studied

Facts of value already brought to light by the St. Louis drug survey deal with the unintelligent and wasteful use of manufacturers dealer displays and advertising material. In several instances investigators have found costly lithographed displays in stores where the goods advertised are not in stock. In many other cases cut-outs and other expensive material were not of a size and kind to be used effectively.

Early this week, after his return from an inspection of the work, Wroe Alderson, who is supervising the survey for the Department of Commerce, said that there is a tremendous opportunity for manufacturers in the drug field not only to improve their promotional material for the retailer, but to educate the druggist in better merchandising methods. Profitable results are already promised by methods of merchandising which will show the druggist how to take advantage of the demands of his available trade. For instance, it is found that in new and growing communities the incomes are largely preempted by the purchase of homes, and that the usual lines of druggists' sundries move slowly while many household articles and novelties are in good demand.

in good demand.

One of a number of illustrations mentioned by Mr. Alderson concerned the selling of electric bedside lamps. Although the goods were poorly displayed, the druggist sold one dozen in a short while and did not know why. A study of the neighborhood showed that the demand came from the pupils of a large girls' school, and that at least ten times the quantity could be sold. Other neighborhoods are showing unusual demands of the kind, and it is thought that the survey will eventually establish facts which will allow the classification of neighborhood demands and materially assist manufacturers in devising merchandising methods for increasing the retailers' sales. The opportunity is indicated by the fact that out of between thirty-five and forty retail druggists in St. Louis only five are doing a real merchandising job.

Consumer Markets

Substantial savings in distribution and better results in selling have been credited to the "Market Data Handbook of the (Continued on page 212)

St.10UIS is erecting

The World's Most Complete Merchandising Building

 as a Permanent Merchandise and Sales Headquarters for the South Based on intensive study of practical requirements and combining the best features of and Southwest similar buildings in other cities, the new St. Louis

THE location is in the heart of modern St. Louis, adjoining the Civic Center, the Plaza and the new Post Office. Twenty stories in height and incorporating every desirable architectural feature, this monumental \$5,000,000 structure, with its million square feet of floor space, will combine under one roof, offices, display rooms, and complete distribution facilities of the most desirable type.

Mart offers centralized merchandise exhibition and

distribution facilities of a type hitherto unknown.

Private railway docks accommodating 100 inbound and 100 outbound cars daily, giving immediate access to St. Louis' 19 trunk line railroads, operating 29 lines; truck docks permitting the spotting of 50 trucks at a time; highspeed freight elevators with capacities of from 10,000 to 18,000 pounds-and handling loaded motor trucks direct to all industrial floors; a huge permanent exhibit of building materials, light and heavy machinery, electrical equipment, furniture, and everything which goes into the building and equipment of industrial plants, institutions and homes, will be among the features.

THE two upper floors will be devoted to the Mart 25 ACRES Club, with high-class public and private dining rooms, locker rooms, lounging and bridge rooms, showers, of FLOOR club and service facilities. On the second floor will be SPACE one of the largest broadcasting stations in the country; and an auditorium seating 500 people. Display and office space is available in any desired units, also a limited amount of manufacturing space. Every modern facility for the efficient conduct of sales and distribution activities will be here concentrated. HERE — at the best merchandising address in the central United States - is ideal headquarters for manufacturers desiring to make the most of the fastgrowing Southern and Southwestern territory. Here is convenience, super-modern business facilities, and the industrial center of selling for a rich territory. You are invited to investigate St. Louis' newest contribution to scientific merchandise display and distribution. Full information is at your service. INDUSTRIAL BUREAU of St. Louis



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ELIEVING WHAT WE CANNOT PROVE: The weight of high authority lies behind the statement that we have passed the low point of the business depression and are now on the upgrade. Leaders like George F. Baker, president of the First National Bank, New York, who has lived to be ninety-one without overcoming his aversion to unnecessary speech, has broken his habit in giving utterance to that opinion. James A. Farrell, president of the United States Steel Corporation, has unqualifiedly put himself on record to the same effect. Albert H. Wiggin, chairman of the world's largest bank, conveys a similar impression though more guardedly. Pointing in the same direction is the gradual upward movement of stock market securities. . . Yet when we look for real progress the evidence is slight. In many quarters the records still turn downwards. Employment figures are lamentable. The volume of bank checks is far below normal. Railroad freight loadings are light. Earning statements still to come out for the last quarter of 1930 are likely to make dismal reading. . . . What then justifies belief in high quarters that the turn has come? Have we nothing more substantial for our appetite for optimism than belief that in the natural order a change is due? Ask those who are in a position to judge because of their touch with many phases of business. They will tell you that, although nothing definite has appeared on their statistical records, a better feeling is spreading over the land. The clouds of apprehension are disappearing. Plans for development are receiving belated attention. The spirit of progress is once more coming to the front. We have begun to believe what we are still unable to provethat the storm center is already behind us.

high standard of integrity among business men is the action of leading food distributors in uniting to condemn Secretary of Agriculture Hyde's ruling relieving corn sugar in food products from the onus of an identifying label. Sugar made from corn is perfectly wholesome. It is sweet enough. In short, it is not in any sense an injurious adulterant. This is the justification of Mr. Hyde's decision. The food distributors object because it reverses an established order and the wishes of state officials, "industries engaged in the production of prepared foods, trades engaged in their distribution and consumers who rely on the Food and Drugs Act to safeguard their interests." Furthermore, it accomplishes by administrative

act what Congress has refused to sanction. "It deprives

the consumer of information to which he is entitled and

TANDARDS OF FAIR PLAY: Significant of a

sets a precedent for analogous rulings affecting other products, thus paving the way to defeating the purpose for which the pure food laws were enacted." . . . These laws encountered stiff opposition when Dr. Wiley first proposed them. They ran foul of practices in long use and wont. They set up standards of fair dealing with the public which were not easily met. But the food business set itself to the task and, once the spirit of the reform was fully realized, little serious protest was heard. The corn sugar order may not be retrogressive from the point of view of the laboratory. That it is not liked by business men, who believe in truth in labels, is evidence of an attitude which Government should be the last to change.

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EWS IN ADVERTISEMENTS: A recent advertisement of the Minneapolis Tribune is worthy of particular attention for more than one reason. It is notable for the evidence it supplies that the market served by that paper is rich in promise of reward to the merchandiser seeking good markets, a fact which, however demonstrable, is not always sufficiently brought to the notice of potential advertisers. But it is remarkable mainly for the direct means chosen to reveal buying power. The writer, the publisher of the paper, blames the newspapers for doleful impressions created by allusions to Minnesota, the Dakotas and Montana as the granary of the nation accompanied by news of farm relief projects and of "new lows for wheat." What the newspaper reports fail to dwell on are the facts: that while the wheat harvest in these states was worth \$178,465,000 in 1929a normal year-the "cow-sow-hen-sheep" income amounted to four and a half times as much, \$807,549,000; that while the wheat of Minnesota, the greatest flour milling state, brought \$21,000,000, her butter was exchanged for \$125,-600,000 and all her dairy products for nine times as much as her wheat income. In other words, while city people have been lamenting the failure of the farmer to save himself from the evil effects of one-crop disaster by varying his crops, the northwestern farmer has actually been taking on lines as diversified as the average manufacturer, with the result that in the last seven years the farmer has increased his annual income from \$926,950,000 to \$1,588,-116,000. . . . Wise newspaper publishers frequently advert to the special value of advertising possessing news interest. They do not always supply it. This is as good a specimen as one could well ask for. The news it contains may not be very fresh in relation to its origin. It is brand new and highly pertinent in its application to a situation of which many of us are ignorant.

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In Providence

more impressively than ever

business ties up with

The Journal and Bulletin

The following percentages indicate the ratio of advertising carried in the Journal and Bulletin to the total advertising in each classification carried in all Providence newspapers during the last two years:

Journal and Bulletin carried

Retail Advertising	in 1929	in 1930
Amusements	60.19%	68.22 %
Department Stores	71.08%	75.93%
Financial		91.51%
Furniture	83.02%	92.22%
Men's Furnishings	75.08%	82.51%
Miscellaneous Display	78.76%	81.19%
Banks	65.07%	75.29 %
Boots and Shoes	85.05%	88.13%
Drug Stores	96.81%	94.66%
Foods	52.46%	66.26%
Jewelry	91.75%	94.44%
Women's Wear		86.65%
TOTAL RETAIL	71.77%	76.89 %
GENERAL ADVERTISING	77.66%	81.55%
CLASSIFIED ADVERTISING	95.09%	96.99%
Total Advertising	76.71%	81.05%

The Providence Journal

Morning and Sunday

The Evening Bulletin

Representatives:

CHAS. H. EDDY COMPANY

Chicago

Boston New York Los Angeles

R. J. BIDWELL COMPANY San Francisco

Seattle

New England's Second Largest Market

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Newspaper Lineage in 102 Cities Down 11.95 Per Cent for Year

In the table below will be found lineage records of newspapers in 134 cities for December and 102 cities for the year ended December 31, 1930. The returns now in hand indicate a loss in newspaper lineage for 1930 of about 11.95 per cent. For the last month of the year sixteen newspapers show gains and 247 losses over December, 1929. For the year eighteen newspapers gained in volume and 222 lost. The compilation is from figures obtained from publishers, Media Records, Inc., the statistical department of the New York *Evening Post* and Advertising Records.

	-		37	,
	Dec		Y	Change
	1930	Over 1929	1930	over 1929
	AKI		-,,,-	
*Beacon-Journal	1,170,209	-289,912	15,445,146	-4,815,569
Times-Press	938,368	-417,128	12,690,403	-4,901,827
Totals		-707,040	28,135,549	-9,717,396
Knickerbocker Press		ANY	0.040.021	1 721 620
*News	644,706 668,404	-195,274 $-79,025$	8,849,831 8,800,303	-1,721,629 - 433,628
Times-Union	797,892	-105,881	8,977,133	- 773,411
Totals		-380,180	18,627,267	-2,928,668
[oursel	ALBUQU			
*State Tribune	622,972 242,563	-143,145 $-41,756$		
Totals		-184,901		
*C-11	ALLEN		11 270 026	1 015 016
*Call	870,254 AMAE	-205,324 RILLO	11,378,836	-1,815,016
*Globe-News	787,360	170,170	10,955,000	-1,618,442
	ASHEVIL	LE, N. C.		
Times-Citizen	803,880	-442,530	11,507,081	- 502,940
Constitution	ATLA 840,033	—302,119	13,601,980	-2,528,722
Georgian-American	473,101	-117,169	10,563,672	-1,478,792
Journal	1,039,681	-318,719	6,468,546	- 599,298
Totals	2,352,815	-738,007	30,634,098	-4,606,812
	ATLANT	IC CITY		
Press-Union	719,085	-190,280	8,720,140	-2,252,976
News-American	BALTI 744,866	-299,025	10,254,520	- 359,054
*Post	334,799	-46,644	3,695,199	— 482,289
Sun & Eve. Sun	2,523,466	-191,872	31,322,934	-2,170,142
Totals	3,603,131 BEAU	—537,541 MONT	45,272,653	-3,011,485
Enterprise-Journal	1,151,545	-205,747	14,741,575	-1,721,726
Name And Horald	BIRMIN		21 25/ 570	4 704 (04
News-Age-Herald	1,015,909 412,698	551,701 98,988	21,356,578 5,385,453	-4,784,684 - 656,854
		450 400		
Totals	BOS	—650,689 TON	26,742,031	5,441,438
*Record	189,471	+54,792	1,844,928	+ 208,391
Advertiser-Amer	581,089	- 63,999	7,058,930	- 507,923
Globe	1,244,131 2,588,961	221,108 371,752	15,070,227	-1,574,485
Post	189,439	- 90,789	12,428,178	-2,300,924
*Transcript	542,027	-157,881	6,435,502	-1,506,890
Totals	5,335,118 BRIDG	-850,737	42,837,765	-5,681,831
Telegram	663,861	- 66,766	8,311,284	- 805,249
Post	737,138	-117,726	9,633,971	-1,113,465
Times-Star	512,232	18,213	5,664,321	- 252,713
Sun. Herald	74,786	- 38,700	1,016,574	15,988
Totals	1,988,015 BUFI	—241,405 FALO	24,626,150	-2,087,415
Courier-Express	885,429	- 44,888	9,607,759	-1,989,730
*News Times	1,185,819 578,169	-164,572 $-371,881$	15,627,393 7,668,795	-1,524,545 -5,503,161
Totals	2,649,417		32,903,947	—9,017,436
Courier-Post	CAM 752,817		9,390,845	-1,574,589
C	HARLES'	TON, S. C.		
News-Courier *Eve. Post	426,930 460,670	-74,654 $-8,372$	5,171,782 5,645,346	- 251,160 - 288,582
				200,782
Totals		— 83,026 TE, N. C.	10,817,128	— 539,742
NewsObserver	695,898 663,256	-193,231 $-179,812$	8,437,755 9,080,715	-1,394,037 $-1,187,198$
Totals	1,359,154	-373,043	17,518,470	-2,581,235
	CHATTA		27,720,470	2,701,23)
*News	517,255 542,045	-88,965 $-164,131$	7,194,379 7,129,932	- 551,711 $-$ 1,448,499
Totals	1,059,300	253,096	14,324,311	-2,000,210

* No Sunday Edition.

	Dece	ember——— Change	———Ye	Change
	1930	over 1929	1930	Change over 1929
Tribune	CHIC		25 204 260	6 702 610
Herald-Examiner	1,839,869 801,880	-521,075 $-231,227$	25,204,269 10,422,351	-6,703,542 $-3,368,181$
*News *Post	1,336,200 380,092	-321,197 $-98,541$	17,612,286 5,709,348	-3,545,916 + 580,449
*American	932,723	-142,085	12,182,994	-2,375,139
*Times	323,078	— 71,701	4,630,395	+2,931,069
Totals	5,613,842 - CINCI	-1,385,826 NNATI	75,761,653	-13,481,160
Enquirer *Post	1,098,365 766,912	-175,905 $-79,865$	12,890,668 9,160,690	-1,267,224 -1,102,080
*Times-Star	1,123,390	-146,609	13,352,602	-2,220,676
Totals	2,988,667	-402,379	35,403,960	<u>-4,589,980</u>
Plain-Dealer	1,101,410	191,875	14,766,146	-2,406,007
News *Press	721,528	-225,224	9,760,516	-1,547,890
	1,150,023	-143,156	14,602,866	-2,067,332
Totals		—560,255 MBUS	39,029,528	6,021,229
Dispatch	1,386,868	-341,717	17,230,196	-3,395,243
*Citizen Ohio State Journal	829,715 298,649	-201,529 $-66,438$	10,157,846 5,370,160	-1,474,896 -1,036,622
	2,497,232 DAI	-609,684 LAS	32,758,102	-5,906,761
News-Journal	1,261,174	-344,328 $-209,821$	15,608,243 15,226,019	-2,626,955
*Dispatch	1,343,780 458,753	-209,821 $-41,621$	4,767,526	-1,593,790 $-77,173$
Totals	3,063,707	-595,770	35,601,788	-4,297,918
II.	AVENPO	RT, IOWA		
Democ. & Leader-Times	DAY	-212,002 TON	17,604,398	— 774,732
Journal-Herald News	1,308,597	-385,027	15,862,574	-2,335,172
-	1,163,266	-370,239	14,541,366	<u>-2,092,440</u>
	DEN	-755,266 VER	30,403,940	-4,427,612
Rocky Mt. News	545,330 1,235,309	-85,018 $-118,539$	6,855,232 15,017,844	-1,769,070 -1,662,818
Totals	1,780,639	-203,557	21,873,076	-3,431,888
Register-Trib	DES M 1,333,938 DET	101NES — 90,544	18,422,510	-1,559,690
Free Press	815,437	-295,161	11,884,894	-3,598,728
News Times	1,919,726 908,040	-531,256 $-257,298$	25,975,684 11,744,390	-6,677,818 -3,763,424
Totals	3,643,203 -	-1,083,715		-14,039,970
Herald		UTH	8,342.474	- 430,654
*Express	EAS	TON —150,087		
1	ELIZABE'	TH, N. J.		* * * * * * * * * *
*Daily Journal	900,368 EL 1	—199,506 PASO	11,123,504	-1,441,328
Times	450,259	70,814	5,935,057	- 478,021
*Herald *Post	468,240 409,307	-41,382 $-32,000$	6,197,004 5,271,195	-475,611 $-410,551$
Totals	1,327,806	-144,196	17,403,256	-1,364,183
Dispatch-Herald	ER 620,778		8,662,358	-1,059,285
*Times	544,743	—182,473 —182,473	7,514,681	912,689
Totals	1,165,521 EVANSVI	-251,149 LLE, IND.	16,177,039	-1,971,974
Courier * Journal	675,467		8,248,937	-1,714,193
Press	262,071 707,498		3,740,950 7,802,536	- 843,402 $-$ 1,832,621
Totals	1.645.036		19,792,423	-2,418,639
*Herald-News	562,681	ER, MASS. — 59,921		
Journal-Gazette	FORT \ 757,684	WAYNE 199,970		-1,400,637
*News-Sentinel	866,642	-131,171	10,795,421	-1,283,695
Totals	1,624,326	-331,141	19,708,969	-2,684,332
Star-Tel. & Rec. Tel		WORTH -396,991	14,685,720	-2,258,172
*Press	623,262	-52,327	6,401,428	93,590
Totals	1,649,804	-449,318	21,087,148	-2,351,762
Bee	588,700	-53,518	7,105,020	+ 496,938
Morn. Republican	430,584	-103,096	5,879,188	-1,036,336
Totals	1,019,284	—156,614	12,984,208	- 539,398
Daily News		ORO, N. C.	6,383,831	-1,195,236
*Record		• • • • • •	3,887,179	-1,300,983
Totals			10,271,010	-2,496,219

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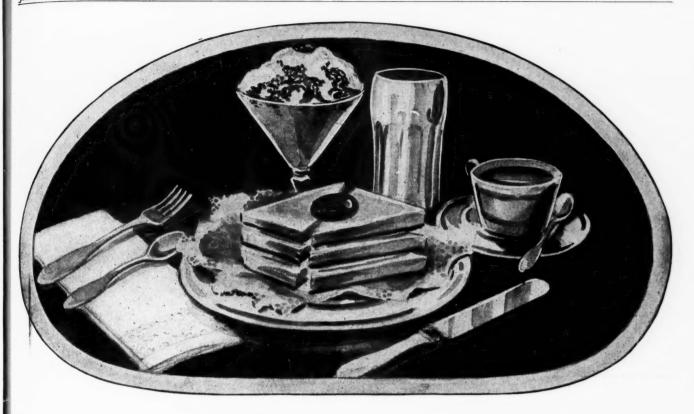
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Decem	nber————————————————————————————————————	———Yea	Change	December—Yearly—Change
	over 1929	1930	over 1929	1930 over 1929 1930 over 1929 MINNEAPOLIS
*Patriot	- 76,537	• • • • • • •		Journal 1,035,204 -159,006 12,931,000 -1,832,731 Tribune 1,073,43 -154,475 13,316,745 -1,705,091
10.09.1				*Star 610,126 — 12,793 6,989,702 — 50,063
Totals	ORD			Totals
Courant		• • • • • • • • • • • • • • • • • • • •		Advertiser 351,295 — 56,261 *Journal-Times 356,788 — 64,649
Totals 1,990,153 HOUST				Totals 708,083 —120,910
Chronicle	-302,836 $-210,211$	12,746,398	-1,629,990 $-1,273,412$	MUSKOGEE, OKLA. Phoenix
*Press	— 83,866 ———	6,815,999 34,473,223	- 918,679 -3 822 081	Totals 593,299 —117,322 8,302,973 —1,038,85
*News	POLIS		-3,590,703	NASHVILLE 861,799 —227,374
Star 892,790	-185,121 -142,079	10,434,750	-2,165,811	Tennessean 587,745 —388,620 Totals 1,249,544 —615,994
Totals 2,479,342		30,549,009	-7,094,613	*Eve. News
Times-Union	-160,864			NEW BEDFORD, MASS. Standard
*Journal 508,871 Totals 1,241,258				*Times
*Journal			- 843,377	Totals
*Post	•••••	6,914,370	-1,103,752	Times-Picayune 1,459,450 —249,078 17,014,966 —1,877,25 1tem-Tribune
TotalsJANESVIL			-1,947,129	States
JERSEY			- 286,286	NEW YORK Times
*Jersey Journal 534,241 JOHNSTO			-1,185,051	Herald-Tribune 1,350,282 —368,573 17,909,805 —3,599,94 World
JOPLIN			-1,450,414	American 763,046 —208,580 10,662,910 —1,550,10 News 1,296,298 + 43,869 13,208,746 + 907,46 *Mirror 237,257 + 22,385 2,648,170 + 40,52
Globe & News Herald 724,766 KANSAS C	ITY, MO.		1,313,270	*Mirror
Journal-Post 474,466 Star 2,281,381	-145,242 $-303,432$		-1,462,113 $-2,997,568$	*Eve. World 750,492 —151,537 9,307,836 — 939,98 *Post 353,141 —168,147 4,645,382 —1,556,63
Totals		34,995,639	-4,459,681	*Graphic
Journal	-193,604		-1,711,780 $-661,962$	Brooklyn Eagle
Totals			-2,373,742	Bronx Home News 404,566 — 73,202 5,199,515 — 554,9.
IntelJournal, New Era. 570,307		7,498,620	- 960,222	Totals12,997,010 —2,284,855 163,387,406 —23,274,21 NIAGARA FALLS, N. Y.
*State Journal 911,085		11,027,947	-1,602,182	*Gazette
Tribune-Eagle 829,914	+45,079	9,316,063	- 286,480 - 10,388	Virginian Pilot 877,450 —140,406 9,789,054 — 646,6
Totals	+ 23,610 + 68,689		- 10,388 - 296,868	Totals
Press Telegram 985,656	CH, CALIF		-1,783,726	Tribune
Sun	+113,841	8,137,417	-	Totals
Totals 1,584,317 LOS AN Examiner	GELES		- 325,877 -3,544,268	Oklahoman-Times 1,502,997 —287,072 10,317,199 —2,120,5 *Oklahoma-News 487,424 —109,125 8,558,181 — 737,3
*Illus. News	-2,132 $-373,079$	3,623,690	-225,414 $-3,529,918$	Totals
*Express 506,265 *Herald 1,102,792	-202,591 $-146,398$	14,594,412	-1,611,386 $-1,520,260$	Bee-News
*Record 306,311 Totals 4,827,043 -			- 337,806 -10,769,052	Totals
Courier-Journal 1,116,853	VILLE —137,262	14,105,428		*Post 581,338 + 7,450 6,114,083 + 135,0 Star-News 829,230 -100,918 9,334,594 -1,245,7
*Times		10,408,925 7,024,973		Totals
Totals	—730,838 L. MASS.	31,539,326	-4,573,625	*Bulletin
*Courier Cit. & Leader 419,253 MADISO	- 46,840 N, WIS.		— 410,517	Inquirer
Capital Times 594,461 State Journal 677,173	-102,123 $-148,526$	6,425,216 7,978,467	-385,798 $-814,807$	Record
Totals 1,271,634 MANCHES	TER, N. H	14,403,683	-1,200,605	Totals5,630,024 —798,704 70,542,011 —9,402,4 PHOENIX, ARIZ. Republic-Gazette1,107,684 —844,655 15,795,321 —2,775,3
*Union 468,239 MEM	+ 3,920 PHIS			*Post-Gazette 713,318 — 60,913 8,658,310 —1,232,7
Commer. & Eve. Appeal. 1,429,151 Press-Scimitar 575,441		7,616,826	2,137,506 -1,245,895	Press 1,761,058 —372,389 21,477,246 —3,798, Sun-Telegraph 1,368,619 —189,334 17,165,752 + 712,
Totals 2,004,592	AMI	28,236,936		Totals 3,842,995 —622,636 47,301,308 —4,318,
Herald	79,204 73,484	10,949,783 7,450,800	$\frac{-655,956}{-318,346}$	Oregonian
Totals	AUKEE	18,400,583	974,302	*News 366,894 — 46,532 4,668,832 + 13, *Telegram 511,824 — 91,749 6,364,162 — 288,
Sentinel & Wis. News 1,227,355 Journal 1,215,653	-284,665 -312 116	17,135,039	$\begin{array}{cccccccccccccccccccccccccccccccccccc$	Totals
*Leader 218,084 Totals 2,661,092	<u> 26,727</u>	2,392,559	+ 172,268	Journal-Bulletin 1,976,083 —335,861 24,721,740 —1,613, News-Tribune 453,338 — 49,170 5,777,749 + 635,
* No Sunday Edition.	-023,308	50,549,540	0 —6,229,600	Totals 2,429,421 -385,031 30,499,489 - 977
country Europa,			,	Note: The Tribune was absorbed by the News-Tribune Dec. 11, 1929.

	Dece	mber——	Ye	arly——
		Change		Change over 1929
	1930 RALEIGH	over 1929	1930	OVEL 1929
News Observer	422,548 333,214	- 74,270 - 23,954	5,812,464 3,935,848	- 720,818 - 667,954
Totals	755,762	— 98,224	9,748,312	-1,388,772
Eagle	707,796	G, PA. -272,391 -160,880		
*Times	755,631			
Totals	RICHM 999,926		11,218,508	- 918,162
*News-Leader	897,182	—171,802	9,950,276	-1,212,428
Totals	1,897,108 ROANOF	—193,202 KE. VA.	21,168,784	-2,130,590
Times & World News	1,583,487 ROCHI	-254,199	13,122,754	-1,798,402
Journal-American *Times-Union Dem. & Chron	888,151 1,022,191 1,032,021	141,402 181,060 230,971	10,360,573 12,632,308 13,012,418	-1,282,625 -1,802,903 -1,907,680
Totals			36,005,299	-4,993,208
Register-RepStar	792,853	RD, ILL. —372,857		
News-Press-Gazette	ST. JOSE 833,014		10,722,320	-1,912,392
News-Press-Gazette	ST. L	ouis	10,722,520	1,/12,3/2
Globe-Democrat	802,874 1,581,541	254,687 390,125	10,845,300 20,255,200	-3,114,000 $-3,396,960$
Post-Dispatch *Star	608,465	-92,419	6,692,400 3,683,700	-1,090,500
*Times	277,537	—116,703	3,683,700	584,700
Totals		-855,934 AUL	41,476,600	-8,186,160
Disp. Pioneer-Press	1,568,758 551,765	—181,703 —186,617	19,925,374 7,509,740	-2,034,046 - 971,082
Totals	2,128,523 ST. PETI	-368,320	27,435,114	3,005,128
*Eve. Independent	493,158 560,364	- 12,725 113,714	4,998,274 6,086,362	† 114,124 † 24,153
Totals		—126,439	11,084,636	+ 138,277
Tribune	916,295	-154,684	11,455,612	-1,622,208
*Deseret News	438,777 538,259	-219,229 + 45,508	5,207,776 5,648,370	- 823,270 - 654,192
Totals		—328,405	22,311,758	-3,099,670
Express-News	SAN AN 1,576,114 895,988	-272,107 $-92,861$	19,871,053 10,887,988	-3,728,490 $-1,790,900$
Totals		-364,968	30,759,041	-5,519,390
*Sun	SAN I 719,836	DIEGO —155,524		
Union-Tribune		-446,008		• • • • • • • • • • • • • • • • • • • •
Totals		601,532 ANCISCO		
Chronicle		-249,091	11,569,873	-1,328,110
Examiner *Call-Bulletin	1,133,330 635,823	-356,348 $-209,235$	16,018,059	-2,558,742
*News	604,550	-190,548	9,729,371 9,067,724	- 454,898 - 822,493
Totals			46,385,027	-5,164,243
*Republican	SCRA: 550,900	—100,450	5,849,676	-1,130,500
*Sun	370,615	72,993	3,935,960	- 868,266
*Times		- 85,053 	11,617,436	<u>-1,577,275</u>
Totals	SEAT	—258,496 FTLE	21,403,072	-2,445,541
Post-Intell. *Star Times	550,111	133,638 63,902 248,781	10,522,270 6,659,858 15,759,186	- 834,729 - 411,066 -1,899,724
Totals	2,513,999	-446,321	32,941,314	-3,145,519
News-Times	SOUTH 702,623	BEND 226,593		
Tribune	728,893	-217,985	• • • • • • • • • • • • • • • • • • • •	
Totals	. 1,431,516 SHREVEI	-444,578 PORT, LA.		
*Journal	500,206 575,526	- 95,186 -200,130	5,762,330 7,716,408	- 785,792 - 963,018
Totals	. 1,075,732 SIOUX CI	-295,316 TY, IOWA	13,478,738	-1,721,810
Journal *Tribune **			7,596,008 5,389,608	- 598,248 - 938,882
Totals	SPOI	KANE	12,985,616	-1,537,130
Spokesman Review & Chr Press	. 1,354,463	-320,387 -106,939	18,654,426 4,598,143	-2,071,168 - 71,214
Totals	. 1,651,442	-427,326	23,252,569	-2,142,382
	610,680	HELD, ILL. -159,180 -161,294	6,972,630 8,473,990	-1,004,738
Totals			15,446,620	-1,311,114 $-2,315,852$
* No Sunday Edition.				,,

	1		JANUARI	31, 1931
		,		,
	Dece	mber——— Change	Yea	Change
	1930	Over 1929	1930	over 1929
		LD, MASS.		
RepNews-Union	1,192,548	-193,102	16,947,378	-2,068,290
News-Sun		LD, OHIO - 1,160	14,048,384	-1,923,950
ATOMO-DUM	SYRA(-1,010,001	*,743,730
Herald	773,662	-170,750		
Journal-American Post-Standard	785,967 548,952	-79,787 $-147,107$		*******
			* * * * * * * *	••••••
Totals		-397,644		*******
Ledger-News Trib	TAC	OMA 258,984	14,805,254	-2,282,637
*Times	440,795	— 26,058	5,706,079	290,070
Totals	1,623,737	-285,042	20,511,333	-2,572,707
	TAM	IPA		
Morn. Tribune*Daily Times	559,440 469,840	-104,972 $-74,844$	7,489,006 5,599,440	- 676,690 - 252,882
				252,882
Totals		-179,816	13,088,446	- 929,572
Star-Post	TERRE 888,153	HAUTE -118,670		*******
Tribune	689,000	-118,602		
Totals	1,577,153	-237,272		*******
	TOL	EDO		
Times-Blade* *News-Bee	1,433,856 576,808	-446,314 $-130,220$	18,467,444 7,085,288	-4,836,438 -2,336,334
Totals		-576,534	25,552,732	-7,172,772
Daily Capital	TOP 1 651,462	-95,242	8,088,230	— 735,102
State Journal		-120,392	4,832,410	- 395,253
Totals	1,048.510	-215,634	12,920,640	-1,130,355
	TORONT	O, ONT.	,	,1007
Globe *Mail & Empire	415,029 453,416			******
*Star	1,523,794			*******
*Telegram	1,388,616			******
Totals	3,780,855			
Times & Adversion	TREN			
Times & Advertiser		—158,771 OY	******	* * * * * * * *
*Record		— 43,764	7,031,528	- 609,098
Tailbung	TUI	LSA		
Tribune	. 920,995 . 966,528	-181,898 -265,403	10,646,490 11,671,442	-1,186,240 $-1,583,895$
	7.0,720	,		-,,,,,,,,,
	1 000 000	44	00 24	0
Totals		-447,301	22,317,932	2,770,135
Herald	WASHING	TON, D. C. — 38,909	5,939,020	+ 62,861
Herald*News	WASHING . 525,770 . 244,179	TON, D. C. - 38,909 + 30,313	5,939,020 2,924,472	± 62,861 ± 214,893
Herald *News *Times Post	WASHING . 525,770 . 244,179 . 727,140 . 650,961	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920	5,939,020 2,924,472 7,746,182 7,501,536	+ 62,861
Herald *News *Times	WASHING . 525,770 . 244,179 . 727,140 . 650,961	TON, D. C. - 38,909 + 30,313 - 14,608	5,939,020 2,924,472 7,746,182	+ 62,861 + 214,893 + 15,751
Herald *News *Times Post Star Totals	WASHING . 525,770 . 244,179 . 727,140 . 650,961 . 2,072,229 . 4,220,279	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 -245,541 -361,665	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659	$\begin{array}{c} + & 62,861 \\ + & 214,893 \\ + & 15,751 \\ -1,350,383 \end{array}$
#News *Times Post Star Totals WEST	WASHING . 525,770 . 244,179 . 727,140 . 650,961 . 2,072,229 . 4,220,279 CHESTER	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659	$\begin{array}{c} + & 62,861 \\ + & 214,893 \\ + & 15,751 \\ -1,350,383 \\ -2,633,432 \end{array}$
*News *Times Post Star Totals *Mamaroneck Times	WASHING . 525,770 . 244,179 . 727,140 . 650,961 . 2,072,229 . 4,220,279 CHESTER . 182,954	TON, D. C. 38,909 +- 30,313 14,608 92,920245,541361,665 COUNTY (5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659	$\begin{array}{c} + & 62,861 \\ + & 214,893 \\ + & 15,751 \\ -1,350,383 \\ -2,633,432 \end{array}$
*News *Times Post Star Totals *MEST *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand, Star.	WASHING . 525,770 . 244,179 . 727,140 . 650,961 . 2,072,229 . 4,220,279 PHESTER . 182,954 . 687,948 . 565,033	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541 —361,665 COUNTY (5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Irem	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 8HESTER 182,954 687,948 667,948 565,033	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541 ——361,665 COUNTY (5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 GROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *MEST *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 BHESTER 182,954 687,948 565,033 227,554 567,494 401,902	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541 —361,665 COUNTY	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 GROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 2HESTER 182,954 687,948 565,033 227,554 567,494 401,902 462,717	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541 —361,665 COUNTY (5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 3ROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *WEST *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 BHESTER 182,954 687,948 565,033 227,554 567,494 401,902 462,717 408,792 345,239	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541 —361,665 COUNTY (5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 GROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 BHESTER 182,954 687,948 565,033 227,554 567,494 401,902 462,717 408,792 345,239	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541 —361,665 COUNTY	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *WEST6 *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals	WASHING	TON, D. C. — 38,909 + 30,313 — 14,608 — 92,920 —245,541 —361,665 COUNTY (5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 GROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mr. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Poort Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter.	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 BHESTER 182,954 687,948 565,033 227,554 401,902 462,717 408,792 345,239 685,426 4,335,059 WHEELIN	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 - 245,541 - 361,665 COUNTY G, W. VA.	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *WEST6 *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals	WASHING	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 - 245,541 - 361,665 COUNTY G, W. VA. - 77,910	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mr. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 8HESTER 182,954 687,948 565,033 277,534 401,902 462,717 408,792 345,239 462,717 408,792 345,239 WHEELIN 538,720 WICHIT 907,032	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 -245,541361,665 COUNTY (C. 1)	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 ROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *WEST *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle	WASHING	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 -245,541 -361,665 COUNTY (5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 GROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mr. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 8HESTER 182,954 687,948 565,033 227,554 401,902 462,717 408,792 345,239 685,426 4,535,059 WHEELIN 538,720 WICHIT 907,032 1,169,567 2,076,599	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 - 245,541 - 361,665 COUNTY G, W. VA. - 77,910 PA, KAN.	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 ROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Poort Chester Item *Tarrytown News *Yonkers Herald *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals	WASHING 525,770 650,961 670,961 687,948 687,948 656,033 627,594 6401,902 6462,717 6408,792 645,793 645,794 6401,902 645,794 640,797 6408,792 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,794 6401,902 645,795 645,496 646,496	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 - 245,541 - 361,665 COUNTY G, W. VA. - 77,910 YA, KAN.	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 3ROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *Mamaroneck Times *Mr. Vernon Argus *New Roch. Stand. Star. *Ossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 BHESTER 182,954 687,948 565,033 227,554 567,494 401,902 462,717 408,792 345,239 685,426 4,535,059 WHEELIN 907,032 1,169,567 2,076,599 CHITA FZ 501,116	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 - 245,541 - 361,665 COUNTY G, W. VA. - 77,910 PA, KAN.	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 ROUP	+ 62,861 + 214,893 + 15,751 -1,350,383 -2,633,432 -3,690,310
*News *Times Post Star Totals *MEST *Mamaroneck Times *Mt. Vernon Argus *Mt. Vernon Argus *Mt. Vernon Kester *Mt. Vernon Argus *News Roch. Stand. Star. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals *Times *Record-News	WASHING 525,770 650,961 650,961 62,072,229 4,220,279 8HESTER 182,954 687,948 667,948 401,902 462,717 408,792 345,239 685,426 4,335,059 WHEELIN 538,720 WICHIT 907,032 1,169,567 2,076,599 CHITA FJ 501,116 236,390	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 -245,541 -361,665 COUNTY G, W. VA. - 77,910 PA, KAN. - 148,148 + 13,454	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 3ROUP 4,796,162 AS 6,279,476 3,144,708	- 511,336 - 1,204,056 - 81,004
*News *Times Post Star Totals *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Herald *Yonkers Herald *Tarrytown News *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals WI Times *Record-News	WASHING	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 -245,541 -361,665 COUNTY G, W. VA. - 77,910 PA, KAN. - 148,148 + 13,454	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 3ROUP 4,796,162 AS 6,279,476 3,144,708	- 511,336
*News *Times Post Star Totals *MEST* *Mamaroneck Times *Mt. Vernon Argus *Mt. Vernon Argus *Mt. Vernon Kester *Mt. Vernon Argus *New Roch. Stand. Star. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals *Times *Record-News Totals *Record	WASHING 525,770 650,961 650,961 650,961 62,072,229 4,220,279 8HESTER 182,954 687,948 565,033 227,554 401,902 462,717 408,792 345,239 685,426 4,335,059 WHEELIN 538,720 WICHIT 907,032 1,169,567 2,076,599 CHITA F. 501,116 236,390 737,506 WILKES 1,142,626	TON, D. C. - 38,909 + 30,313 - 14,608 - 92,920 - 245,541 - 361,665 COUNTY G, W. VA 77,910 PA, KAN. - 148,148 + 13,454 - 134,694 - 134,694 - 3-BARRE + 62,546	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 3ROUP 4,796,162 4,796,162 6,279,476 3,144,708 9,424,184 11,474,232	- 1,204,056 - 1,204,040 - 1,285,060 - 1,624,140
*News *Times Post Star Totals *Mamaroneck Times *Mt. Vernon Argus *New Roch. Stand. Star. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Herald *Yonkers Herald *Tarrytown News *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals WI Times *Record-News	WASHING 525,770 244,179 727,140 650,961 2,072,229 4,220,279 2HESTER 182,954 687,948 565,033 227,554 401,902 462,717 408,792 345,239 685,426 4,535,059 WHEELIN 538,720 WICHITA 1907,032 1,169,567 2,076,599 CHITA F; 501,116 236,390 737,506 WILKES 1,142,626 1,135,261	G, W. VA. — 77,910 FA, KAN. — 134,694 B-BARRE + 62,546 — 62,546	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 ROUP 4,796,162 4,796,162 4,794,708 9,424,184 11,474,232 10,886,933	- \$11,336 - 1,204,056 - 81,004 - 1,624,140 - 1,177,245
*News *Times Post Star Totals *MEST *Mamaroneck Times *Mt. Vernon Argus *Mt. Vernon Argus *Mt. Vernon Argus *Mossining Citz. Sent. *Port Chester Item *Tarrytown News *Yonkers Herald *Yonkers Statesman *White Plains Press *White Plains Reporter. Totals Register Beacon Eagle Totals *Times *Record-News Totals *Record *Times-Leader *News	WASHING	G, W. VA. — 77,910 ALLS, TEX — 148,148 + 13,454 — 134,694 BARE, 546 — 123,297 — 118,097	5,939,020 2,924,472 7,746,182 7,501,536 23,988,449 48,099,659 3ROUP 4,796,162 4,796,162 4,796,162 11,474,232 10,886,933 5,704,146	- 1,204,056 - 81,004 - 1,277,245 - 584,042 - 584,042 - 2,881 - 2,633,432 - 3,690,310 - 3,6
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Food for Thought—for Food Manufacturers

When you buy space in a newspaper or a magazine of national circulation, you buy it primarily to reach the consumers of food. In every such instance you must figure on a certain percentage of waste circulation, on a certain percentage of readers who fail to see or find interest in your advertisement and after these deductions you must then determine the cost per capita for reaching your consumer market via each given medium.

By applying precisely the same scientific methods of determining advertising efficiency on a cost basis to the Soda Fountain magazine, here is what you will find:

- A cost per thousand that compares quite favorably with publications reaching the public direct.
- 2. Virtually no waste circulation whatever.
- A minimum per capita of consuming power that substantially exceeds the per capita consuming power of individual housewives.
- 4. A maximum per capita of consuming power equal to that of a food retailer.

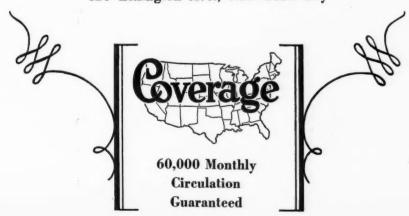
- An unusually high average per capita of consuming power.
- 6. Your advertisement printed on coated paper.
- 7. An assured attention for your advertisement on the part of each reader, due to the fact that fountain operators read the text and advertising pages of Soda Fountain magazine because it deals—and only—it deals—exclusively with their business.
- Your advertisement reaching a type of retail outlet, namely the soda fountain, which has, in fact, become the food sampling ground of the nation.

From all of which it is evident the Soda Fountain magazine is not only an unusually fine consumer medium but is also a particularly strategical trade influence for food manufacturers.

In fact, in less than a year Soda Fountain magazine received 12,372 requests for recipes and other literature on foods, from its reader audience of 60,000 fountain operators.

THE SODA FOUNTAIN

420 Lexington Ave., New York City



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1931

23,950 82,637 90,070

72,707 76,690 52,882 29,572

36,438 36,334 72,772 35,102 95,253 30,355

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"AN ADDRESS OF DISTINCTION"



You Get ... So Much MORE

INTERNATIONALLY known . . . the habitual stopping place of world travelers . . . conven-iently accessible to all Loop activities . . . foods of surpassing excellence. Spacious and smartly elegant rooms. Distinguished accommodations at remarkably reasonable cost. Rates begin at \$5 Permanent day. Suites at Special Discounts.

> THE DRAKI HOTEL, CHICAGO Under Blackstone Management



House Organ Editor or Magazine Assistant

Can you use the services of a young woman of thorough literary training and extensive editorial experience

WHO HAS:

B.A. degree.

Three years as Editorial Assistant of leading general and woman's magazine.

Experience in:

First reading of manuscripts.
Copy reading and proof reading. Business correspondence. Keeping records and files. Make-up. Editing of special departments. Writing copy. Editing a house organ.

Address: Box 279 SALES MANAGEMENT

420 Lexington Avenue New York, N. Y.

Did You Use a Blackboard for Showing Sales Records Before October, 1920?

We're looking for evidence to buck the patent law in what seems to us to be a worthy cause. What do you think?

A sales manager writes us that for a number of years he has been using the ordinary, schoolroom variety of blackboard for recording in white and colored chalk the daily sales and gains made by his men on their routes in comparison with a previous average. It's a simple device for appealing to their competitive spirit and of stimulating selling effort, of course.

Now our subscriber is suddenly confronted with the accusation that he has been a lawbreaker. It appears that in October, 1920, somebody conceived the noble notion that using a blackboard as a visible record for sales promotion work was a patentable idea-and got away with it.

So all of you who are doing it are infringing on this patent, unless it can be proved that such a system was in operation two years and one day previous to the date of the application. Thus reads the patent law.

Won't you write us if you employed the blackboard system of recording sales and increases before October, 1920, or if you know of any other business which used the method? We thank you for ourselves and for our guilty subscriber.

THE EDITORS.

Sales Letters

(Continued from page 174)

tion of a cent per sheet between the com-monplace and the commanding, a truly prestige-building letterhead is the biggest bargain on the market for the average concern, operating under average condi-

Twentieth Anniversary

The Deemer Steel Casting Company is a comparatively small concern with a limited customer list. Naturally, executives of the firm are in close personal contact with most of these customers. Considering this background, the "birthday letter" which they plan to use this year strikes me as such a splendid idea that I am sharing it with you folks:

"Time slips by so rapidly it is hard to realize that we have had the pleasure of making steel castings for you for the last twenty years. And it may be interesting to you to know that the first order you sent us was on January 13, 1911. "This, then, is the birthday or anni-

versary of friendly relations, and this note an indication, as the years roll round, that we appreciate the confidence you place in us and in our product.
"May each business anniversary date

bring greater prosperity to you.'

Dating Idea

Woodbury College, Los Angeles, California, has adopted a simple and effective plan of dating their letters—a plan that might well be adopted by many another old-established institution. Here is the way they decorate the conventional upper right-hand corner of the sheet:

January 13 of Woodbury's 47th Year

Government in Business

(Continued from page 204)

United States" by a large number of leading manufacturers. The third large edition of the handbook is now being rapidly exhausted, and the Department of Commerce is about to publish a supplement, "General Consumer Market Statistics," which will contain the newest available data indicative of the relative purchasing power of consumer markets throughout the country.

The supplement will follow the general plan of the consumer market section of the handbook, and will bring the handbook up to date. It will appraise the marketing possibilities by showing approximately how much money the people of any given section maintain in the bank, what proportion of them file income tax returns, how many of them file income tax returns, how many automobiles they own, the number of wholesale and retail outlets that serve them, and other factors. All of the information will fall within 1929 and 1930, and the population, both city and rural, will be shown for each county in the country as of the 1930 census. The value of manufactured products, value added by as of the 1930 census. The value of manufactured products, value added by manufacture and the worth of mine output will be reported on the basis of the 1929 returns. In terms of counties, "General Consumer Market Statistics" will also report bank deposits, both total and savings, income tax returns, postal receipts and passenger automobile registrations.

Causes of Business Failures

Under the direction of Dr. Wilbur C. Plummer, the bankruptcy studies of the Bureau of Foreign and Domestic Commerce are being extended to Chicago and Boston. Working with the University of Chicago, the bureau is investigating every phase of failures among manufacturers, wholesalers, retailers and individuals.

In Boston, the bureau is cooperating with the Yale Institute of Business Relations, and referees in bankruptcy and groups of business men are assisting. Every case of bankruptcy in Boston is being studied and 100 cases have been fully recorded. The purpose of the investigation is to determine the relative importance of every direct and contributory cause of business failures and to develop informa-tion on which distributors may base effec-tive efforts to reduce merchandising losses and wastes.

Wall Street Aids Tom Thumb

The pee-wee golf industry has received official recognition by Wall Street. The Tom Thumb Corporation, maker of equipment for miniature golf courses, is offering through the Tom Thumb Securities Corporation 85,000 shares of no par capital stock at \$16.25 per share.

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31, 1931

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"Hello, Sucker!"

(Continued from page 185)

York City outfit. Their solicitor tells the manufacturer that his organization is a sort of buying syndicate, serving as the New York agent for some 10,000 dry goods and small department stores throughout the country. As part of this organization's service to its customers it keeps them informed of all new merchandise and particularly high-grade merchandise. Will the manufacturer permit this syndicate to mail out to their 10,000 cooperating stores a few of the manufacturer's catalog sheets and price lists? Glad to, says the manufacturer. Okay, says the solicitor, but if the manufacturer wants this excellent merchandising cooperation, the solicitor must ask the manufacturer to pay the cost of the postage. The syndicate will pay for all the rest, addressing, inserting, sealing, etc., in their own envelopes. Okay, said many manufacturers, figuring that the syndicate's costs would be much more than the manufacturers' cost of a two-cent stamp. So it would, if the syndicate did not put the literature of many, many manufacturers in the same envelope, collecting from each ten thousand times two cents or \$200, paying for the full cost of mailing to a list cheaply bought, and leaving a profit on each transaction to keep several advertising solicitors employed and an office rented.

World's Business Leaders to Meet in Washington

Business men from forty-six countries are expected to take part in a world conference under the auspices of the International Chamber of Commerce at Washington, May 4-9. Silas H. Strawn, Chicago attorney and chairman of Montgomery, Ward & Company, is chairman of the American committee.

The conference, Mr. Strawn said, will "emphasize more than ever before the economic interdependence of all nations. The conviction is held in many quarters abroad that the first step toward business recovery in Europe is the resumption of normal buying in the United States.

"Perhaps the most ominous cloud that overhangs the whole economic world is the dumping on the world markets of large quantities of grain, raw materials and semi-finished products by Soviet Russia, at prices less than the normal costs of production. That is a factor in the situation the duration and extent of which cannot accurately be measured."

Depression? In the Small Town Market??

GRIT Found 32,351 New Cash Customers There In 1930

1930 Circulation - 423,447 1929 Circulation - 391,096

Total Gain - - - 32,351

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THE hard-bitten months of 1930 witnessed GRIT making an average weekly gain of 32,351 copies over the previous year, pushing the total circulation to 423,450, a new high figure.

This is the largest annual increase GRIT has enjoyed in 20 years. No special efforts were made to secure additional circulation, all sales being for cash, at the full price of 5c per copy, through GRIT'S 19,000 boy agents.

The small towns and villages where GRIT circulates hardly ever experience the full force of our national economic flurries. Places of less than 5,000 population are the last to be affected and the first to recover, as advertisers who cultivated the small town market in 1930 know for themselves.

Their experience and GRIT'S experience in 1930 can be your experience in 1931. Make your plans include a definite campaign in the small town market. Write for a free copy of the "Marketing Survey of Twenty-Nine Typical Small Towns."



Read Every Week by Over 423,000 Families in 14,000 Small Towns

Member A. B. C.

Williamsport, Pa.

WHAT THE SALES MANAGEMENT WASHINGTON BUREAU WILL DO FOR YOU

In addition to furnishing executive readers with authentic reports of governmental and private organization activities that have an important bearing on business, The Washington Bureau will accept custom assignments on a moderate per diem fee basis, from manufacturers who wish special information from Washington sources. Through this service, SALES MANAGEMENT offers an opportunity for companies to conserve their own executive time and money which might otherwise be invested in trips to Washington for special investigations on pending legislation, trade-mark matters, the gathering of statistical data, and similar missions. Executives interested in availing themselves of this confidential service are invited to address inquiries to

The Editor, SALES MANAGEMENT

420 Lexington Avenue

New York, N. Y.

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Now Available Sales and/or Advertising Executive

This practical, producing executive is ripe for a real job of work. Just turned forty, married American Christian. Last four years Promotion Manager National branded line, acting as Assistant Sales Manager and largely supervising Ad Department, too. Previous twelve years in sales and advertising for another big national line, working next to the throne.

Previously several years in advertising, publishing and selling.

Analyst, idea-source, creates good sales slants and can express them compellingly.

Clean record, of course. Plenty testimonials.

Address: Box 280

SALES MANAGEMENT

420 Lexington Avenue
New York, N. Y.

Reprints and Lists Available to Readers

The following lists and reprints are available without charge until present supplies are exhausted:

- 1. 100 Principal Markets and Their Spendable Money Income.
- 2. List of Recommended Window Display Installation Services in 255 Cities.
- 3. Tracing Your Wholesale Trade (a reprint of the five articles by Walter Mann).

Address
Reader Service Department

SALES MANAGEMENT 420 Lexington Avenue New York

What Specialty Selling Did for an Engineering Product

(Continued from page 181)

their follow-up was persistent and timely.

In territories where the salesmen could follow up within forty-eight hours, direct mail advertising was used to tie in with the personal sales work and the regular advertising. part of the advertising was designed to pull immediate returns. One contractor list and two industrial lists were used; on different mailings to the contractor list, inquiries varied from as low as one-half of 1 per cent to as high as 13 per cent. The average ran about 5 per cent. Bearing directly not only on advertising returns but also on the success of the whole sales plan, is the service element injected into the business and made possible by the manufacture of standard models instead of custom-built machines. According to Carl C. Gray, manager of the merchandising department, about half the total sales are made because Sturtevant can give from ten- to forty-eight-hour deliveries on purchases. This is a condition which results from the fact that a contractor in the market for unit heaters invariably makes up his mind, or gets around to the details of heaters, rather late on the finished job.

Method to Be Extended

The results of the Speed Heater campaign have already been tabulated. That product was brought from twenty-fifth place in the industry to fifth place in a little over a year's time—and during a depression period.

The really significant phase of Sturtevant's experience with Speed Heaters lies in the fact that this method of marketing will gradually be extended to the other products in the company's merchandising line. These products fall into three classes:

1. Over-the-counter products (domestic vacuum cleaners, domestic humidifiers, refrigerators, etc.)

2. Installation products (propeller fans, unit ventilators, coal-burning blowers, etc.)

3. Contract products (standard or special small fans, etc.)

Though the theory is simple, the execution is really intensely complicated. While all of the company's products are for air-moving or air-conditioning purposes, no two of them present exactly similar marketing problems. No two of them sell through exactly the same set of chan-

nels. No two of them enjoy the same potential demand. Some are thin market products; others are broad market products.

There is, therefore, no possibility of a standardized sales plan. A special study will have to precede the introduction of each piece of equipment, just as it preceded the launching of the unit heater, and a special sales plan will be developed to meet the specific needs the survey uncovers. But the approach will be the same. The specialty selling principle will be used in each case. Field work has already started on the next two products to be developed: the propeller fan and the unit ventilator. markets for these two items differ radically from those of the Speed Heater in some ways, but fundamentally the same type of selling is required. The specialty sales force now handling the unit heater will therefore be used to sell the three lines. This arrangement works out particularly well because the seasons on the products dovetail so that the men will have an even flow of work the year round

T. G. Lee Heads Armour; P. D. Armour Resigns

T. George Lee, vice-president of Armour & Company, Chicago packer, has been elected president to succeed the late F. Edson White, who died a few days ago as the result of a fall. Coincident with Mr. Lee's election, Philip D. Armour, vice-president, severed his connections with the company.

With Mr. Armour's withdrawal, no member of the Armour family is now connected with the company in an executive position, although two members, Lawrence H. and A. Watson Armour, are still directors.

Revise Lighting Course

A revised edition of its Correspondence Course in General Illumination, in which more than 6,000 students were registered last year, will be issued next month by the Westinghouse Lighting Institute, Grand Central Palace, New York City.

James A. Horton of the chief examiner's division of the Federal Trade Commission has been appointed assistant chief examiner. For the last year he has served as chairman of the commission's special board for investigation of false and misleading advertising.

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Gossip

HOWARD W. Rose, formerly with the Mc-Graw-Hill Publishing Company, Inc., has joined the Buchen Company, Chicago agency, as space buyer. . . . WILLIAM H. PICKETT, for eight years with the Indianapolis News, recently as classified advertising manager, has become classified advertising manager of the Cincinnati Enquirer, succeeding WILLAM S. HERSHEY. . . TRAVERS D. CARMAN, Boston, operating as Carman-in-New-England, publishers' representative, has been appointed New England representative, serving as advertising manager in direct charge of all sales and advertising there, for the Bill-HOWARD W. ROSE, formerly with the Mcsales and advertising there, for the Billsales and advertising there, for the Bill-board, theatrical, motion picture and show world review, Cincinnati. ROBERT P. SMITH, publishers' representative, Cleveland, has joined the Billboard as district sales and advertising representative for the Buffalo, Pittsburgh, Cleveland and Detroit territories, assisted by HARLEY P. MANKIN, formerly advertising manager of the Obio Farmer. . . . R. H. IRVINE, formerly space buyer with the Buchen Company, Chicago agency, has joined Nation's Busi-Ohio Farmer. . . . R. H. IRVINE, formerly space buyer with the Buchen Company, chicago agency, has joined Nation's Business there. . . . HENRY C. GORDON, for the last three years vice-president and manager of the New York office of the Gardner Advertising Company, is now an account executive with Cockfield, Brown & Company, Ltd., Toronto. . . JERRY AKERS, formerly in the sales department and more recently studio director of Station WCKY, Covington, Kentucky, has been appointed general manager, succeeding LEE GOLDSMITH, who has resigned to become production manager of WKRC, Cincinnati. . . . DEWITT O'KIEFFE has left Homer McKee Company, Indianapolis agency, and has joined the staff of Erwin, Wasey & Company, Ltd., Chicago. RICHARD W. SANDERS, who had been with the Chicagoan and Polo, has become associated, as advertising representative, with largetered Reacting Chicago published by the Chicagoan and Polo, has become associated, as advertising representative, with Investment Banking, Chicago, published by the Investment Bankers' Association of America. . . Joseph J. Veth, at one time general manager of the Wales Advertising Agency, and more recently with the media and plans department of the Erickson Company, now McCann-Erickson, Inc., has joined the national advertising staff of the Bronx Home News, New York. . . Saul Edward Frank, for the last three years managing editor of the Modern Jeweler, is now with Lasky Advertising Service, Newark. . . . R. R. Premo, formerly with J. Walter Thompson Company, the Federal Advertising Agency and the Woodrow Press, has joined Commanday-Roth Company, Inc., New York agency, as contact and service representative. . . . as contact and service representative. . . . G. BRUCE CARPENTER, at one time associated with Lockwood-Shackleford Comciated with Lockwood-Shackleford Company, and more recently with Roy Alden & Associates, both of Los Angeles, has been appointed manager of the new West Coast office there of Guenther-Bradford & Company, Chicago agency. . . . Jess C. Brown, who has been advertising manager of the Wonder and E. Gottschalk & Company, Fresno department stores, has opened his own advertising agency in the Rowell Building there. . . . JOHN GUY Rowell Building there. . . JOHN GUY
OWSLEY, formerly account executive of
Foster & Kleiser, has launched the Owsley
Advertising Agency, Seattle.

Westinghouse Idea Award Goes to Young Architect

Peter Copeland, Newark architect, at present unemployed, was announced this week as the winner of the first prize of \$5,000 in the Westinghouse Radio \$10,000 Idea Contest for the improvement of radio cabinets. Lucy K. Wilkes, housewife of New York, won second prize, \$2,000; and Charles Preston Bassett, a young interior decorator of Pittsburgh, also unemployed, third, \$1,000. The ideas were not announced. Both Mr. Copeland and Mr. Bassett are twenty-seven years old

Grocery Manufacturers Hit the Capper-Kelly Bills

The board of directors of the Associated Grocery Manufacturers of America, Inc., meeting in New York last week, unanimously adopted a resolution against the Capper-Kelly bills, which would legalize resale price-fixing contracts.

Although the resolution condemned "predatory price-cutting that constitutes unfair competition" as "uneconomic and detrimental to the interest of the manufacturer, dealer and consumer," and admitted that "due remedial legislation against such practices is sound in principle," it believed that such legislation should be strictly confined to it and its prevention alone and should not apply to economic resale price reduction or empower its prevention. It should empower the manufacturer to take due individual action against predatory price-cutting in the resale of his identified product. "The Capper-Kelly bills, as now drawn, do not propose due remedial legislation against such predatory price-cutting, because they are not limited to predatory price-cutting and are impracticable."

Steel Founders to Advertise

Each member company of the Steel Founders' Society of America, Inc., will be asked to underwrite at least one page of advertising in 1931, T. H. Harvey of the Ohio Steel Foundry Company, Lima, Ohio, chairman of the merchandising committee, informed the annual meeting of the society this week.

Yale & Towne to Move

Executive offices of the Yale & Towne Manufacturing Company will be transferred soon from Stamford, Connecticut, to New York City—the Stamford plant being then operated as a branch.

No ...

Omaha Isn't Depressed!

Last month (December, 1930), Omaha advertisers used about 4 per cent more space in The World-Herald than in December, 1929. This month they are using more than in January, 1930.

During all of 1930 they placed in the World-Herald only 104,000 lines less than the nearly 10,000,000 lines they used in 1929.

No, Omaha doesn't feel "depressed." Nor is The World-Herald singing the blues. In 1930 it again published 64 per cent of all paid advertising printed in Omaha. Here are the

1930 TOTAL LINES

(Measured by Haynes Adv. Co.)

World-Herald . 12,928,598 Bee-News . . 7,255,476

P. S.

Home-delivered circulation of The World-Herald in Omaha is the largest in its history. In December, 43,347 carrier circulation among Omaha's 52,153 families—84%. Total city, including street sales and news dealers, 51,655 among 52,153 families—99%.

OMAHA World - Herald

December, 1930, Average 124,410 Daily 120,583 Sunday

National Representatives

O'MARA & ORMSBEE, Inc.

Population Studies of Principal Markets

(Continued from page 182)

residence. Cities over 10,000 within the carrier limits of New York increased only 4.0 per cent, while the eight largest cities outside the carrier limits, but within the trading radius, increased 13.7 per cent. Other cities, over 10,000 within the A. B. C.

trading radius, jumped 58.7 per cent. One of the interesting highlights which this study brings out is the drop of nearly half a million in the population of the Borough of Manhattan. This section of the city of New York lost 18.2 per cent of its population

during the last ten years.

Figures on total spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved see pages 9, 10, and 11 of that issue. figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the Reference Issue was printed only approximate figures were available.

Market information about the New York Market information about the New York area may be obtained from: New York City: American, Herald-Tribune, Mirror, News, Times, World, Evening World, Graphic, Journal, Post, Sun, Telegram.
Borough: Bronx Home News, Brooklyn Citizen, Daily Eagle, Standard Union and Times; Flushing Journal; Long Island Daily Press (Jamaica); Long Island City Star; Staten Island Advance.

Long Island: Nassau Review and Star. New Jersey: Elizabeth Journal; Bergen Hackensack) Evening Record; Jersey (Hackensack) (Hackensack) Evening Revolutional, Jesey (Hoboken) Observer; Jersey City Journal; Newark Call, News and Star-Eagle; New Brunswick Home News; Passaic Herald-News; Paterson Call and News; Peth Amboy News; Hudson (Union City) Dis-

Westchester County: Westchester County Publishers, Inc. (White Plains); Mamaroneck, Mount Vernon, New Rochelle, Ossining, Port Chester, Tarrytown, White Plains and Yonkers; White Plains Re-Plains and Yonkers; Vonkers; Yonkers Herald.

Connecticut: Norwalk Hour, South Norwalk Sentinel; Stamford Advocate. Marine Midland Group (Buffalo or

New York).

The New Yorker.

To Publish Sales Primer

As an aid in selling products for the American Rolling Mill Company, Middletown, Ohio, the Armco Distributors Association will publish a "primer of advertising and selling" and selling.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

POSITIONS WANTED

SALES EXECUTIVE—YOUNG, unusually successful record in direct sales field, would like to connect with reliable manufacturer who desires to enter this very profitable field of distribution. No straight commission offer desired. Address Box 270, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

EXECUTIVES WANTED

SALES PROMOTION CORRESPONDENT: Mar-SALES PROMOTION CORRESPONDENT: Martied man, over 30, thoroughly familiar with and experienced in writing result-getting letters and sales literature on toilet soap and a full line of toilet preparations, household remedies, flavoring extracts and spices, sold to consumers through resident salesmen. State age, height, weight, salary expected, and give full details regarding education and experience. Also names of past employers and references of people who know you to be competent to do this kind of work successfully. T. M. Sayman Products Co., 2117 Franklin Ave., St. Louis, Mo.

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing

and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details, R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

DIRECT MAIL

A LIVE HOUSE ORGAN TELLING THE right merchandising story to your distributors A LIVE HOUSE ORGAN TELLING THE right merchandising story to your distributors is the cheapest form of advertising insurance. Our 100 correspondents are trained to get information your trade requires. Let house organ experts solve the problem. Complete details furnished on request, J. J. Berliner & Staff, 1123 Broadway, New York, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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COMMERCE

PHOTO-PRINT CORP. 42 Broadway 33West 42nd St. 80 Maiden Lane Tel LONgacre 8645

NOTE TO: Presidents, Sales Mgrs., Credit Mgrs., Production Mgrs., Advertising Mgrs., Research Mgrs. and Accountants of progressive concerns.

NEW CHART SYSTEM Over 100 of the largest concerns have largest concerns have adopted the business and plan in the pusiness and plan in the past 10 days. business and university experts have depart 10 days. Signed 24 Instant Use PLAN FOR 1931 Chart Forms, making it easy to picture the relation of figures. Of great value in making future plans. Send \$1.90 for complete sample set and a copy of our booklet. "Better Foresight," describing ways to use each form. Chicago, Ili.

GIBBONS knows CANADA"